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What can the government do to **preserve common carriage** as a private enterprise? . . . . . p. 46

October 18, 1965

RAILWAY AGE WEEKLY

Personnel development: New pressures building up

p. 16

P-S covered hopper cars get bigger – and bigger

p. 26

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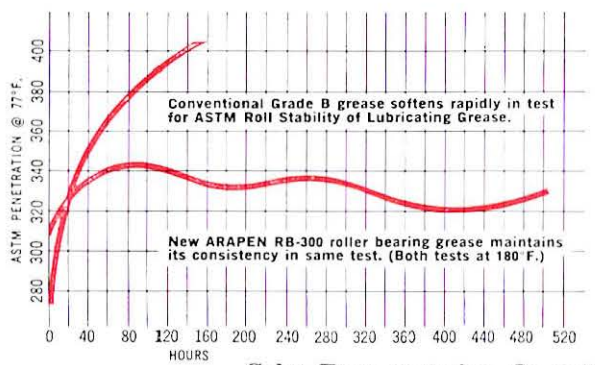

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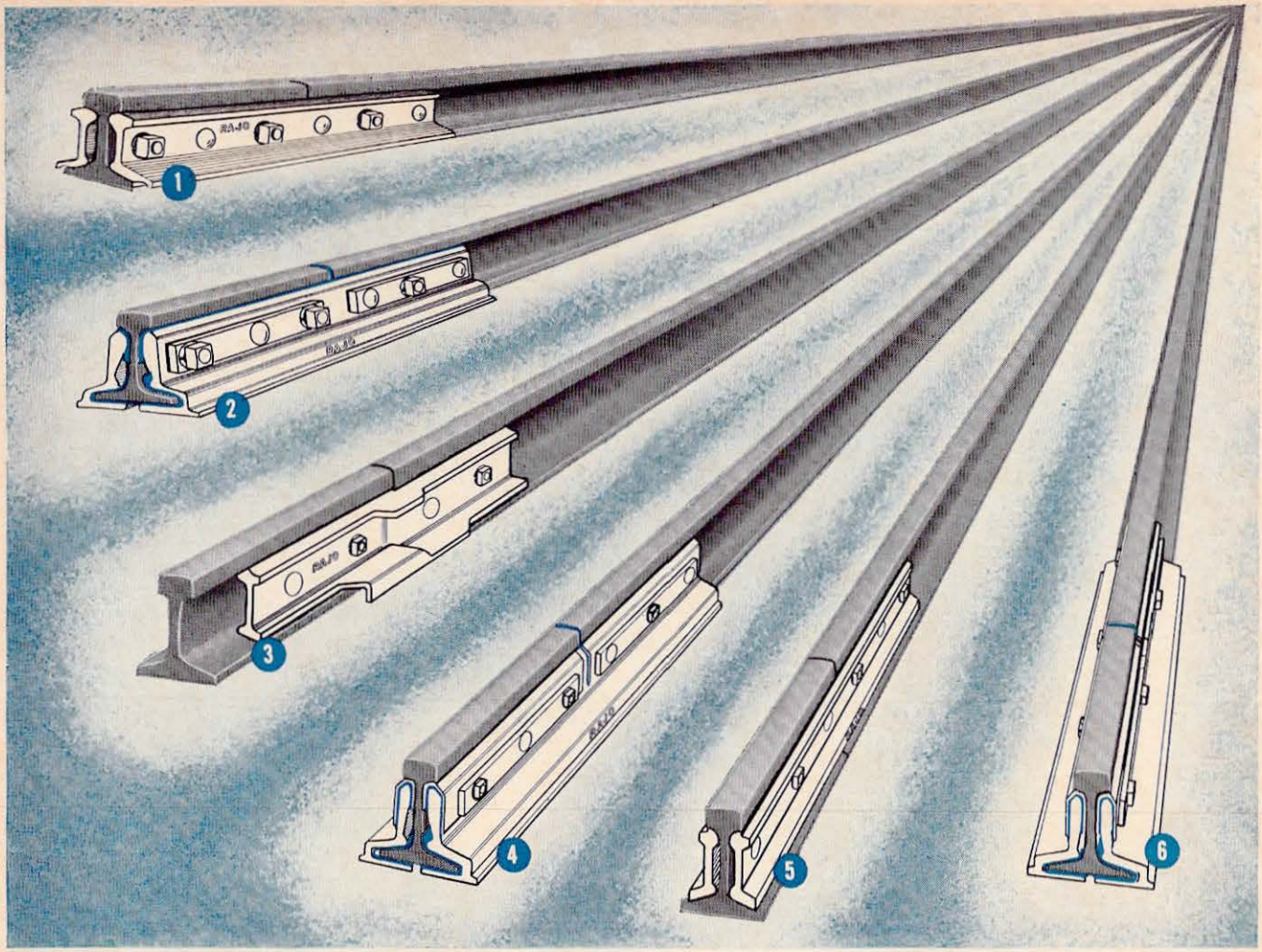

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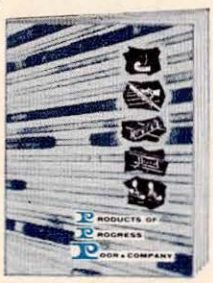

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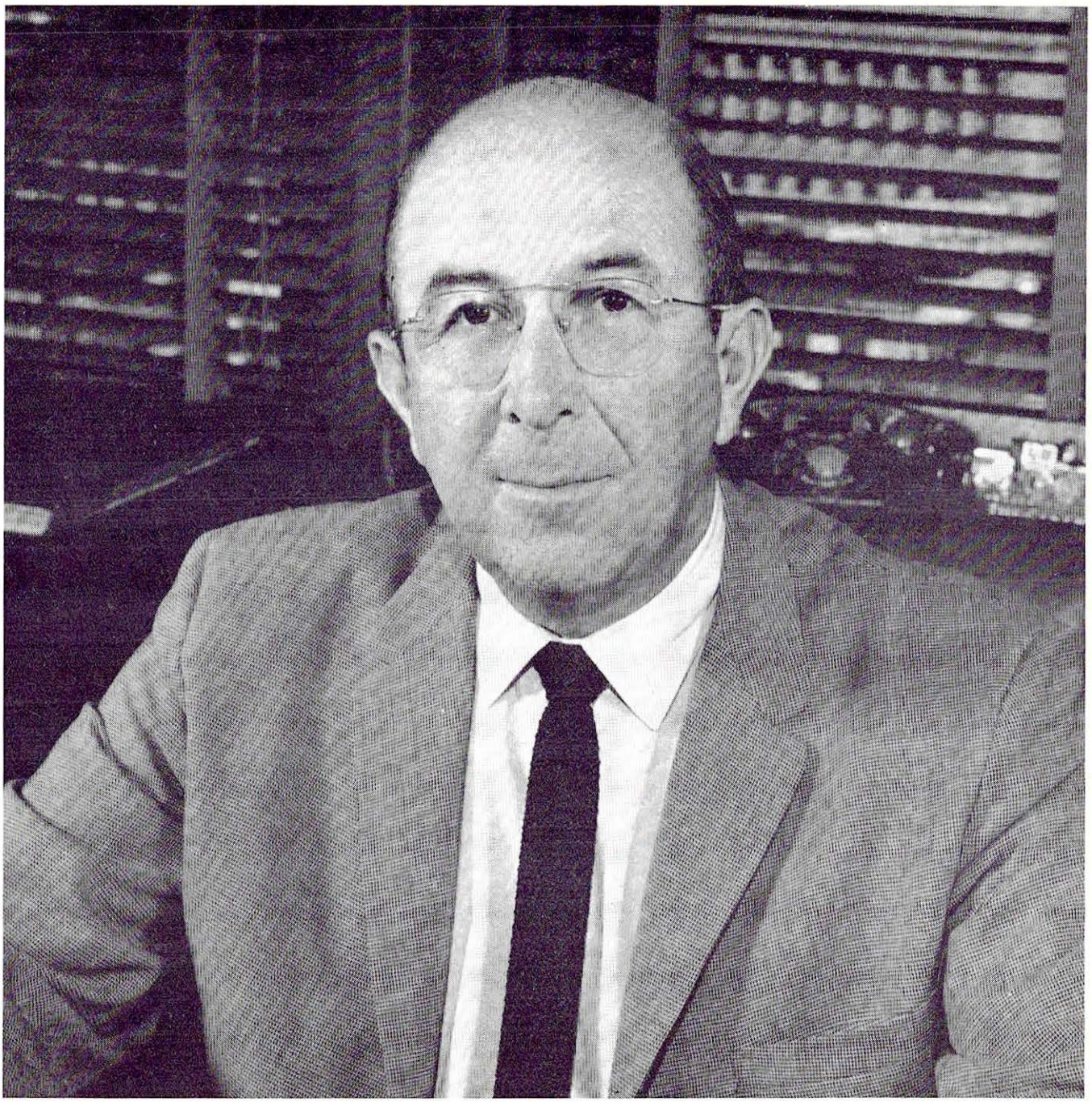

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RAILWAY AGE WEEK AT A GLANCE

October 18, 1965 • Vol. 159, No. 15

New Haven: Near the end of the line?

The road wants the ICC to let it end passenger service by next March to save its freight operations **p.9**

Personnel development needs top-level backing

Railroad personnel men feel gains are being made, but say there's much room for improvement **p.16**

CN pushes a huge training program

The road's human resources are being developed to handle the jobs vital to future railroading **p.20**

Pullman-Standard's covered hoppers get bigger

The company is planning to turn out, on a production-line basis, giants for a growing market **p.26**

P-S will expand plant for new cars

Changes in the Butler, Pa., facility that will build the larger hoppers will be completed early in '66 .....**p.27**

Fireman-off issue gets stoked up again

The BLF&E wants to take the controversial issue back to the conference table for collective bargaining **p.36**

ICC issues last salary compilation

The report on who gets how much in the railroad industry —always a best seller—won't be published any more **p.40**

The Action Page—Common carriers are indispensable

Is there any aspect of transport that needs public encouragement more than the common carriers? **p.46**

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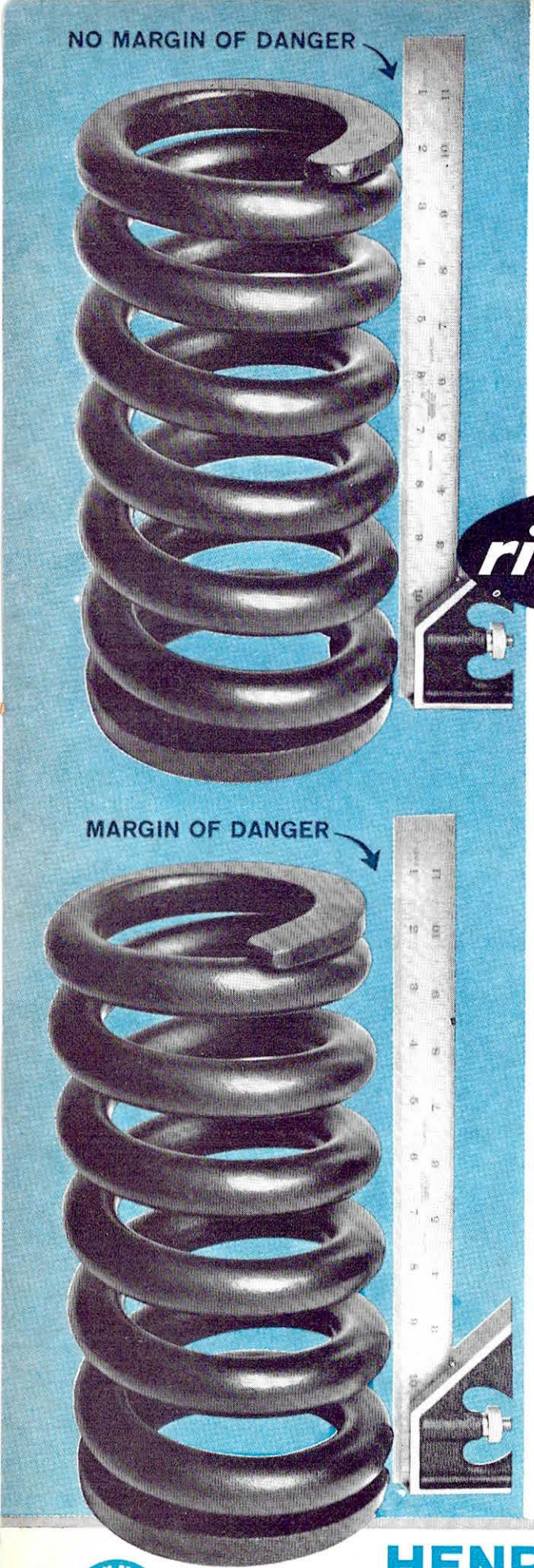

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SHORT AND SIGNIFICANT

N&W and C&O state their case to the ICC

The Norfolk & Western and Chesapeake & Ohio last week put their merger proposal formally before the ICC. They filed a joint application for authority to merge and thus create a 26,400-mile system which, they say, "plainly promises true competitive balance in the East" with the proposed Pennsylvania-New York Central system (RA, Sept. 6, p. 11). The application came to the Commission a week before it was scheduled to hear oral argument on the PRR-NYC proposal. Subject matter for that argument, set for Oct. 20, will be the recommended report wherein Examiners Jerome K. Lyle and Henry Darmstadter advised the Commission to approve that proposed merger subject to several conditions. The recommended conditions, which PRR and NYC have agreed to accept, include requirements that the merged company absorb the New York Susquehanna & Western and take over the New Haven's freight operations, but not its passenger service.

●

SP proposes rate reduction for narrow-door cars

Southern Pacific President B. F. Biaggini outlined a plan last week for relieving car shortages. SP's new concept, said Biaggini, is based upon a belief that car shortages often stem from the demand for wide-door box cars and larger flat cars which cost less to load and unload. SP's idea is to encourage shippers to accept the more plentiful narrow-door cars and smaller flat cars by offering them a rate saving. "In effect, Southern Pacific absorbs the added costs of loading and unloading or packaging," he said.

●

Plan I piggyback gets a boost from UP

In a move which Union Pacific says "could change transportation patterns across the United States," the railroad and major motor common carriers are getting together on Plan I piggyback. In a joint announcement, UP President Edd H. Bailey and Orrin H. Fraley, vice president of Consolidated Freightways and chairman of the motor carriers' TOFC committee, say they've completed agreements on the handling of trailers in piggyback service between larger terminals on UP and in conjunction with connecting lines to the East. The target date for beginning the service: Dec. 1.

●

Chicago's 'Loop' may go underground . . .

In Chicago people talk almost as much about razing the old Loop elevated structure as they do about consolidating downtown rail passenger terminals. Nothing much has been done about the rail problem—but the El may yet be replaced (sooner, rather than later) by a subway which might also serve the Union, Chicago & North Western and Illinois Central terminals on the fringes of downtown. One reason for subway optimism: The city's request for a $1-million subway-planning loan has been approved by the Community Facilities Administration.

●

. . . with federal aid and, perhaps, a new tax

The federally approved loan will be used for a one-year program which will include engineering and design studies. Minimum cost of the proposed subway system has been estimated at $150 million, of which two-thirds presumably would be the federal government's share. Several ideas have been advanced from time to time concerning financing of the local area's one-third contribution. One possibility: The levying of a tax against downtown property owners to raise the needed $50 million.

MONDAY MORNING REPORT

Computer strategists eye yet another problem

Success is already within the grasp of the computer-oriented executives in the rail industry who have led the effort to hook the electronic calculating machines directly into main-line operations. Signs of victory in the long campaign to achieve real-time control of operations are showing up on Southern (RA, Sept. 13, p. 26), New York Central (RA, July 12, p. 16), Louisville & Nashville (RA, April 26, p. 36) and several other roads. But many of the architects of this campaign are already thinking of how they can use the computers to give shippers push-button rates.

Achieving push-button rates won't be any pushover

Computerized rates, in the phrase of one West Coast railroader, "are a dream surrounded by a cloud of nightmares." The dream part is obvious. Present industry rates will become more and more of a competitive liability as truckers, airlines and barges capitalize on their simpler rate structures to give customers computerized, push-button rate data. The rail industry's nightmarish collection of rates on file at the Interstate Commerce Commission (estimated at 40 trillion individual rates) represents only one problem facing industry technicians

Biggest, most complex job yet for computers

Some experts feel the job can't be done within present rate, mileage, commodity descriptions and market structure definitions. Others feel there will be many preliminary skirmishes fought before the campaign to computerize rates can be realistically planned.

Gradualism and people will be key factors

Former Deputy Under-Secretary of Commerce Dr. E. Grosvenor Plowman, speaking to the first annual meeting of the Association of American Railroads' Data Systems Division at St. Louis recently, made the point that a realistic beginning point for the forthcoming assault on the rate problem will come when the carriers have firmed-up operation control on a real-time basis and when the railroads have hooked up their computers for the exchange of "flowing stream" data. At that point, says Plowman, plans can be realistically made, if there are enough computer-wise rate men around to do the job of pruning away enough of the industry's paper tariffs (rates that exist but are never used) to reduce the task to manageable proportions. He urged the carriers to draw up "critical path" plans for rate computerization and to train the men who will do the computer programming when the time comes.

Storm signals from railroad customers?

Magnitude, however, may be the least of the obstacles on the trail to push-button rates. At a recent University of Wisconsin seminar on rate computerization there were all kinds of questions raised—and there were few answers—about a tangled mass of legal, technical, marketing, legislative, competitive and ethical problems that will need to be ironed out before push-button rates can satisfy either carriers or shippers. A. W. Todd (director of purchase engineering for Lincoln Electric of Cleveland), for instance, asked how would a shipper's right to know all the answers that all shippers get be preserved by a computer print-out that gave him only selected information per his own questions. Equalization allowances, alternate methods of mileage computation records for claims on loss and damage, differential rates for service variations, the benefits of whatever advantage a shipper can legitimately secure and reasonable equality of treatment are serious matters to shippers. They are also nightmarish problems to the men who have to solve what may very well be the most complicated problem ever to get tackled by the computer crowd.

'Unless the drain of passenger losses is promptly and permanently stopped, the New Haven's freight service cannot be continued.' —Trustees' statement to the ICC

NH: Near the end of the line?

The road says it has had it so far as passenger losses go—over $10 million yearly—and wants ICC permission to end that service next March. The big worry: if things get any worse, the road's freight operations stand a good chance of going under too.

Like a poker player who knows when he's had it, the deep-in-the-hole New Haven last week laid all of its cards on the table before the Interstate Commerce Commission and announced that it definitely has to pull out of the railroad passenger game.

Although the pronouncement had a familiar ring to it—the road has posted similar notices since it filed for reorganization in 1961—this latest request for passenger service discontinuance to the ICC is being appraised as anything but a bluff.

In a statement to the ICC, accompanied by 200 pages of exhibits which depict the road's sorry financial shape, the New Haven trustees announced with finality that the time has come to amputate passenger service to save the life of the patient.

"Unless the drain of passenger losses is promptly and permanently stopped, the New Haven's freight service cannot be continued," the trustees' statement read. It stressed that the "only effective means presently existing for the preservation of the New Haven's freight service is inclusion in a trunkline system."

And, it added flatly: "The bankrupt estate cannot continue to be responsible for passenger service."

● **The losses keep piling up.** That the New England road is in deep financial trouble and is getting in deeper every day is no Wall Street secret. From 1954 to 1964 the line's passenger service deficit under ICC accounting formulas amounted to more than $133 million. Last year, New Haven passenger operations ran $10.5 million into the red.

If the railroad had been able to lop off all its passenger trains last year, company officers say, the road's net operating deficit could have been cut more than 60%. And there would have been a 71% improvement in the deficit in its net income available for fixed charges.

● **Throwing out the lifeline.** Behind the New Haven's latest and most urgent appeal to the ICC for discontinuance of all of its interstate passenger trains is the real fear that unless something is done soon chances for the road to survive as part of a Pennsylvania-New York Central system will go right out the window.

The Penn-Central merger, expected to be acted upon by the ICC next year, is seen as being the death blow for the New Haven if the smaller carrier is not included in the amalgamation. The two larger railroads have announced that they would be willing to take over the New Haven's freight service, but want no part of its money-losing passenger operations.

Discontinuing the passenger service would cut the New Haven's losses substantially and aid in efforts to restructure the freight service on an economical basis. The road would thus become a more desirable candidate for inclusion in the PRR-NYC merger.

● **The notices are up.** From Boston's South Station to New York's Grand Central—and on all trains running in between—the road last week had posted its official notices to the riding public. The deadline for the last of the passenger trains: Mar. 1, 1966.

Under the plan, some 274 local suburban and long-haul express interstate trains would be discontinued. A smaller number of intrastate trains will be covered by petitions to be filed later with Massachusetts, Rhode Island, Connecticut and New York regulatory bodies.

Worried commuters on the Boston and New York ends of the system—who will undoubtedly be facing personal transportation problems within the next 12 months—were given assurance by the road that at least existing operating agreements for commuter

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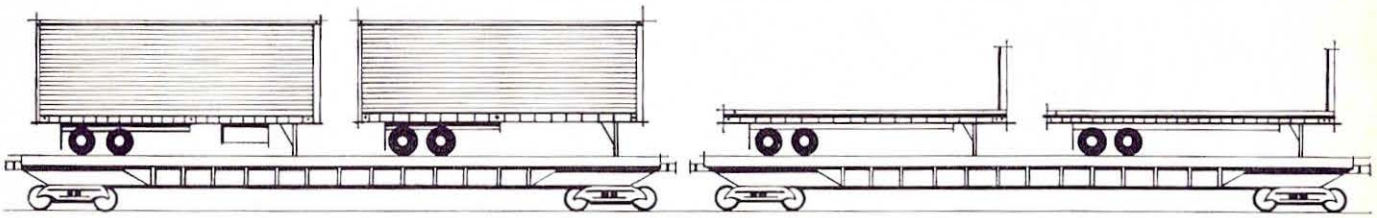

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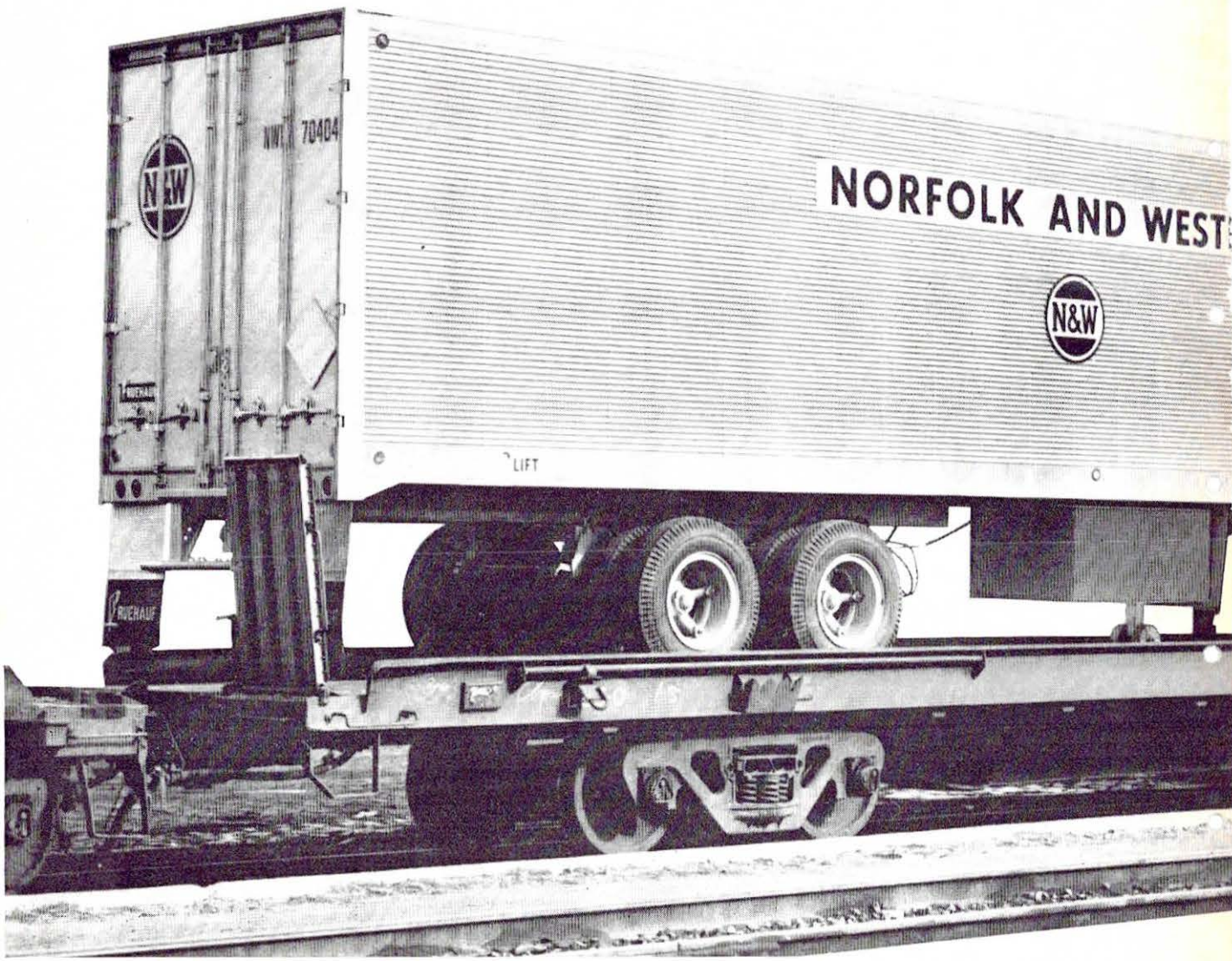

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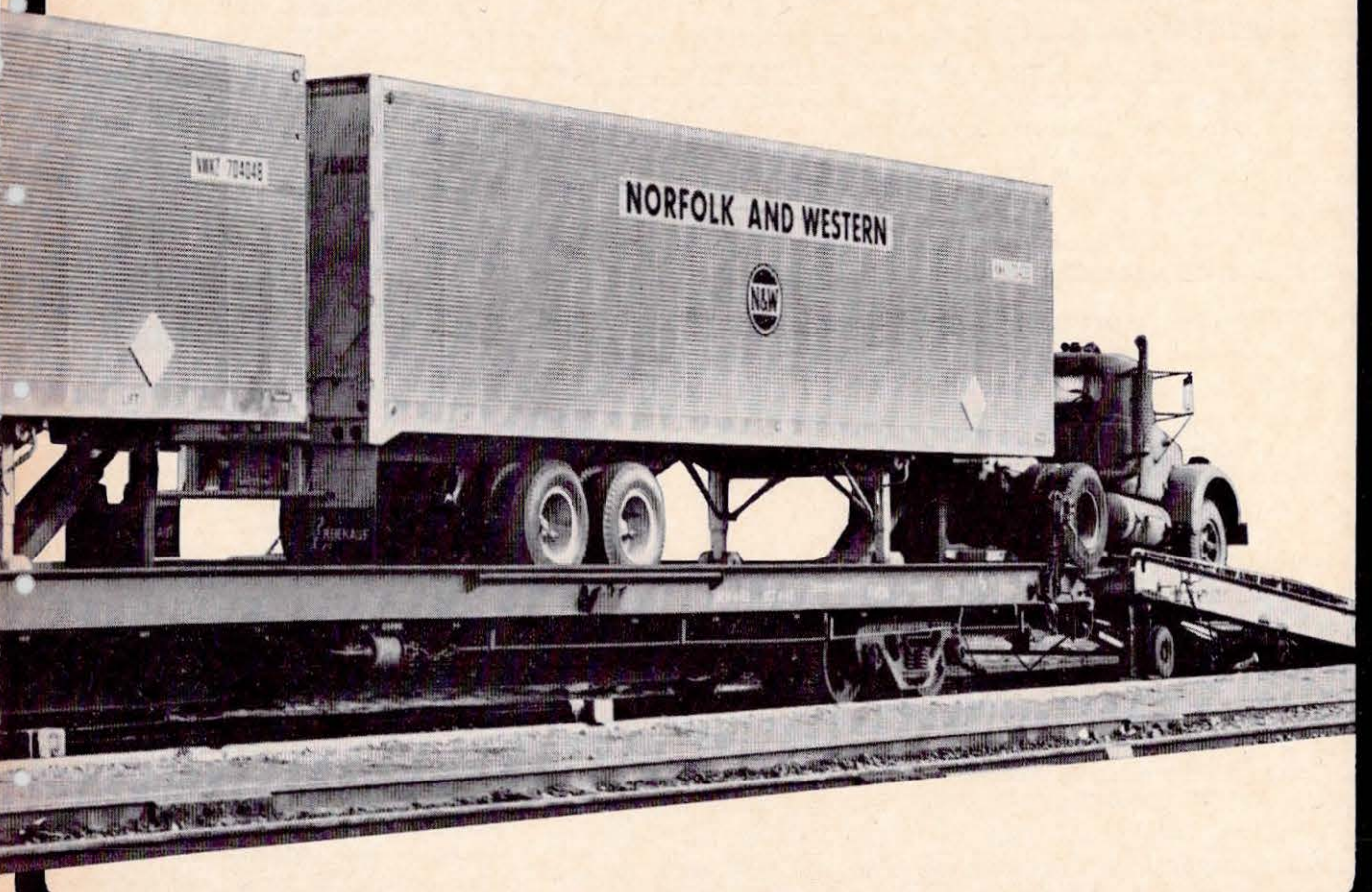


WATCHING WASHINGTON WITH WALTER TAFT

TAFT

• **WHAT PRESIDENT JOHNSON SAID** about the railroad situation at a closed meeting last month is now becoming generally known. The meeting was attended by railroad executives, labor leaders and government officials, including members of the ICC and National Mediation Board.

It was held at the White House Sept. 30, following public ceremonies there in connection with the Presidential signing into law of the High Speed Ground Transportation Act of 1965 (RA, Oct. 4, p. 17). White House correspondents were barred from the meeting, but reports quoting much of what the President said have appeared in at least one industry newsletter, and in the Oct. 9 issue of "Labor." This organ of the railroad unions is circulated widely among railroad employees.

THE WHITE HOUSE seems not to have contemplated this kind of coverage. Shortly after the meeting ended, Railway Age inquired as to the status of the Presidential remarks. The answer, from the White House Press Office, was that they should be considered as "background briefing."

TO WASHINGTON CORRESPONDENTS, the background-briefing status means that there should be no direct attribution of statements to the President, or other government officials who may be involved in a briefing. The substance of what is said can be reported—but with no more specific attribution than results from putting it in a setting with facades like "Administration thinking" or "White House discussions of the transportation situation." (This was the way Railway Age Publisher Robert G. Lewis, who was among the President's guests, reported the briefing.)

THE LEAKS HAVING OCCURRED, however, it can now be told that the President considered his calling of the meeting a "dramatic and unusual move." He noted that it was the first session of its kind which he has held with any segment of the transportation industry.

THE PRESIDENT URGED the railroad executives and labor leaders to get together and return to him with an agreed-on program within 60-to-90 days. The pitch of the Presidential talk indicated that LBJ was thinking principally about rehabilitating railroad passenger services.

THE PRESIDENT ALSO URGED that the railroads do more in the way of working together; that management, employees and stockholders form closer relationships; and that all cooperate with the government. It's time "to stop eating each other," the President said, following through to ask: "Do you want to be remembered as a generation of labor and management that helped to kill the safest, fastest form of moving passengers over land that ever existed"?

TECHNOLOGICAL DEVELOPMENT was another subject on which the President had something to say. He wants to see the railroads and their suppliers come up "soon" with some new passenger equipment. Without it, he warned, many parts of the country will become "just one big traffic jam."

FOR THE LABOR LEADERS, the President had some advice to the effect that job protection could be pushed too far. He suggested that, if the unions would let 25 jobs go in one place, the result might be 100 new jobs somewhere else. The President recognized, too, that many transportation problems "are the government's fault." If some regulation has become obsolete, "tell me about it, tell me what you want, and we'll get it for you," he promised.

service will be honored beyond the Mar. 1 date.

Commuter services in both metropolitan areas are now covered by temporary operating agreements with state or public agencies with expiration dates running into next summer. Similar agreements covering long-haul service are now under negotiation.

• **Big promises, little action.** "Since the beginning of the reorganization," the railroad statement to the ICC points out, "the trustees have stressed to public authorities that the financial condition of the New Haven was primarily a direct consequence of the losses in its passenger service, and that no reorganization of the New Haven could be accomplished unless such losses were eliminated."

Still, the railroad complains, nothing has been done as far as setting up a public program for the permanent elimination of passenger losses.

"Public authorities," say Charles A. Goodwin, NH vice president of passenger traffic," have already had over four years to determine what passenger service the public wants and will pay for on a long-range basis."

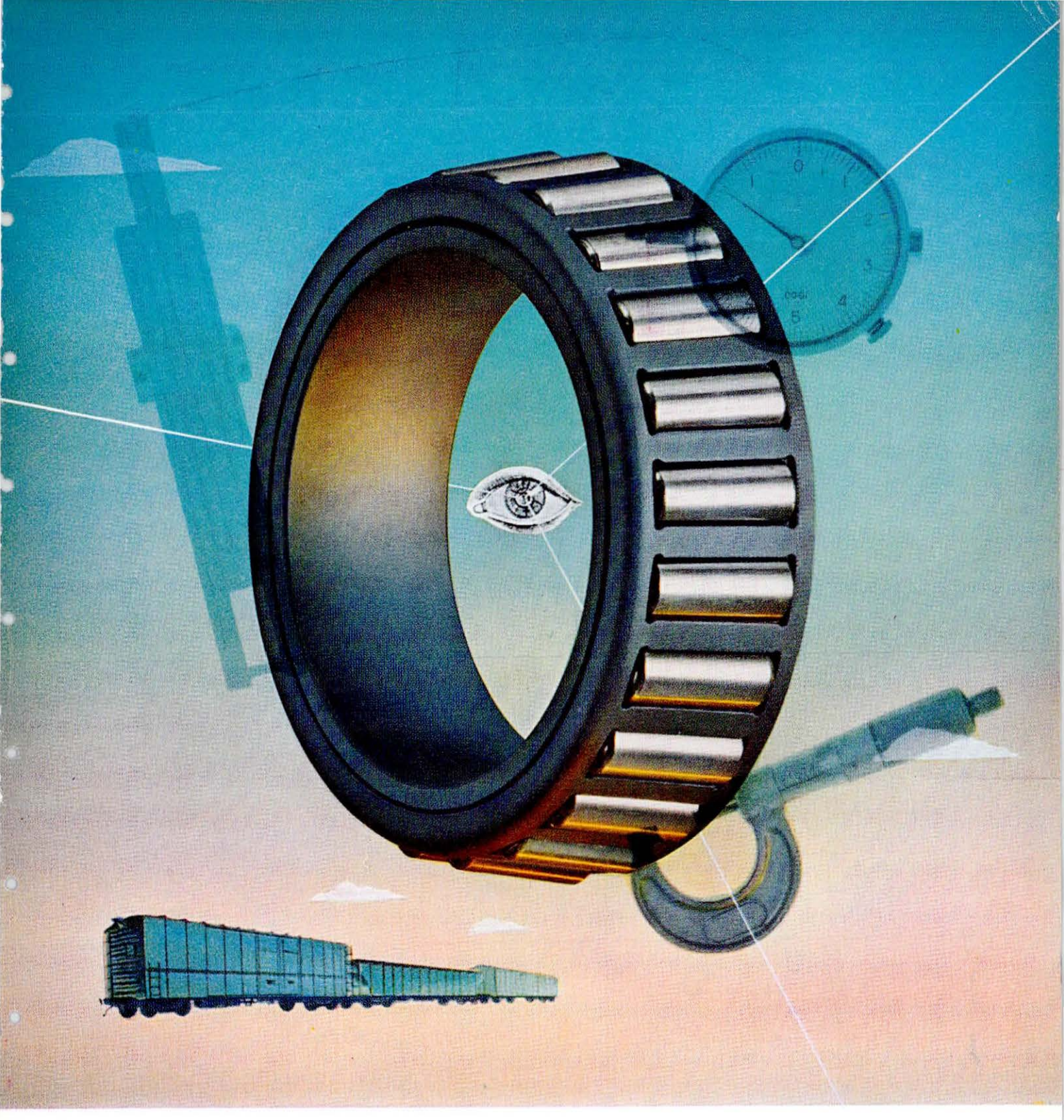
He says that the road's reorganization will therefore be impossible until the New Haven "has taken all steps necessary to the obtaining of relief from its legal obligations of providing passenger service and has obtained such relief."

• **Performing a vital service.** The New Haven, 30th in size among U.S. Class I railroads, is the fourth largest passenger-carrying line in the country and the largest single carrier of freight in New England. Its mainline through the heavily-populated northeastern region would be an integral part of the Northeast Corridor high-speed rail line being proposed for the area (RA, Oct. 4, p. 16). Preservation of the New Haven's passenger capabilities is therefore considered to be an essential element in the whole program.

During the period of trusteeship, beginning in 1961, until about midpoint in 1964, the road's trustees were able to make substantial reductions in operating expenses. And, although operating revenues continued to drop, passenger service deficits were reduced somewhat.

Retroactive wage increases last year and increased maintenance expenses have since reversed the trend, and the New Haven is again losing heavily.

The railroad's plea to the ICC outlines in detail the alternate bus, rail or air service available to the cities and towns served by the New Haven. It states that "substantial amounts of public funds, both state and federal, have been invested in the air and highway common carrier services." ■



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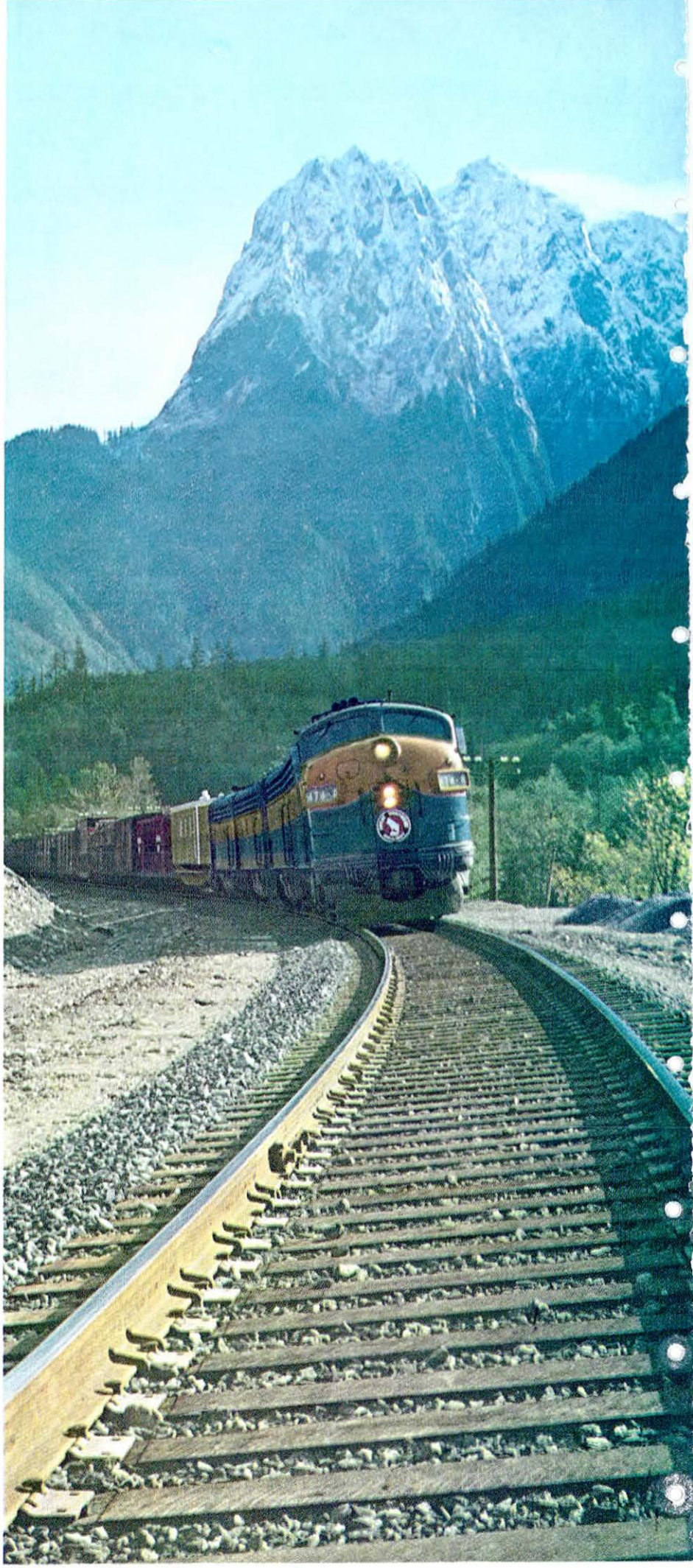

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Another: solid trainloads of new automobiles on king-size rack cars speed the distribution of new autos at lower cost—winning a once-lost freight commodity back to the rails.

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Personnel development needs top-level backing

- **Personnel men have a tough time urging the need for training and developing people.**
- **Nevertheless, the optimists—and there are more than a few—have solid reasons for hope.**

There's an old saying that "a company's most valuable asset is its people." But in the railroad industry, that might be changed just slightly to read "a company's most valuable—but under-developed—asset is its people."

This is one conclusion that could be drawn from a Railway Age survey of personnel officers on major roads (as summarized on page 17). Personnel men tend to agree that more is being done today than ever before in the areas of personnel development. But, they insist, it's still far from being enough. And, running through many of the survey replies is the hint of frustration: We don't think we're doing enough, say the personnel men—but top management doesn't seem to feel the same way.

● **More, more, more.** Over-all, three out of every four participants in the survey say they're not satisfied with the present level of activity in personnel training and allied fields. Some personnel officers replied with a flat "No." But others tacked on emphatic comments.

Says one personnel man from a major road: "Of course we're not satisfied. We are well ahead of most railroads, but in comparison with other industry, our 'state of the art' is primitive."

Other comments take a similar slant: Current programs "could be much improved"; "We will not be satisfied until we are 99% effective in all areas of personnel administration"; "We must further improve in this area if we are to meet our future needs in manpower"; "While there has been an ever-increasing activity in training and, we hope, an increasing effectiveness, there are still many areas where more effective training is needed."

● **This, but not that.** A quick rundown of replies to "Do you have . . ." queries shows in part, what the personnel men mean. Virtually every road has an apprentice-training program. But only about two-thirds have formal management-development programs. About the same number help out with the tuition costs for employees who want to take job-related courses on a part-time back-to-school basis. And only about one-fourth have formal classroom programs for rank-and-file employees (other than the usual safety and rules classes).

Slightly more than half of the roads replying to the survey have an officer whose duties specifically include responsibility for personnel development—but this may be somewhat misleading (on the high side) because it's the department head himself who has this responsibility in a number of cases.

More engineers wanted

Most companies do have college-recruiting programs—but with varying degrees of success. Hardly a railroad, for example, is satisfied with the number of engineering graduates it can attract.

● **What's management think?** Part of the problem—or so the survey replies indicate—lies with top management. Like public relations, personnel development may suffer from an inability to produce immediate and tangible results. And so it suffers when the dollars are parceled out at budget-making time.

One personnel man puts it this way: "Our top management feels that such activities as training, employment, management programs and so forth are moderately urgent . . . I feel that these activities are highly urgent." Another personnel man says it less subtly: Management "favors such activities, but does not feel their importance is great enough to divert funds from other activities—and purchases—which are also important." Still a third personnel officer expresses dissatisfaction with today but hope for tomorrow: "With the exception of apprenticeship programs for shopcrafts, training and development has been spotty and spasmodic over the years. The same can be said of college recruiting. The current situation is somewhat the same—but there is a growing awareness of the need for increased, coordinated effort. Neither recognition of need nor commitment to change is universal, however—and the small beginnings we have made and the work now being done are to the end of accelerating progress, across the board."

● **On the positive side.** It shouldn't be supposed, incidentally, that all roads are lagging in personnel development or that all personnel officers think their function is somewhat misunderstood. From Missouri Pacific's personnel department, for example, comes the comment that "our top management has recognized the need for highly qualified employees and has given us the go-ahead for any necessary training." Canadian Pacific says much the same thing: "Top management recognizes that a well trained and efficient staff is essential to the success of the organization. No problems have been encountered in 'selling' management on training." Still a third road notes that "we consider it important to maintain continuing programs [in personnel development]. We attach particular importance to the recruitment and development of college graduates with the potential to provide the future management of the company."

● **About the future:** Judging from replies to the Railway Age survey, this matter of bringing along future-management talent is weighing heavily on the minds of many personnel men. They're saying things like this:

—"We are in a time when the upgrading of the general level of our manpower throughout the organization is increasingly important. We are attacking this on several fronts—recruitment, employment, education, training and development. Perhaps of greatest importance is the necessity of bringing into our ranks a sufficient number of capable young men to fill our future management needs and to identify and develop them more rapidly than has been the case in the past—when we relied mainly on the natural process of

Personnel development: What path does it follow?

Does your railroad have an established classroom training program for rank-and-file employees?
YES—25% NO—75%

Do you have an established management-development program?
YES—62% NO—38%

Do you have a tuition-sharing program for employees in active service who attend school part-time?
YES—65% NO—35%

Do you operate formal apprenticeship programs? YES—96% NO—4%

Is there an officer in your personnel department who is specifically charged with responsibility for training of personnel? YES—55% NO—45%

Do you have a college-recruiting program? YES—68% NO—32%

In 1966, does your road plan to spend more, less or the same amount as in 1965 for recruiting, training, management development and similar programs? MORE—72% LESS—12% SAME AMOUNT—16%

Are you satisfied with the current level of activity in these areas on your railroad? YES—27% NO—73%

allowing the cream to rise to the top."

—"The whole area of work-force upgrading and especially the management selection training and development aspects of it is and will continue to be of critical importance to business. The railroad industry and this company have been slow to understand the uses of these personnel activities and to apply them effectively and wholeheartedly. A more prosperous industry, with broader-gauge top management and more capable personnel staffs, should be able and willing to make what amounts to capital investment in the people who must constitute its most critically important asset. But the industry and individual companies in it must be wary of fads and surefire cures and other programs which may not be suited to meeting actual needs."

—"The transportation industry as a whole needs definite improvements in both rank-and-file and management positions. This can be accomplished only by better recruiting and screening methods both in colleges and on the outside—and then by making use of talented people by giving them an incentive and an opportunity to develop. Developing manpower, no matter at what level, requires proper training plus an acceptable climate and attitude on the part of the company and its management toward the development of new talent."

—"While we believe considerable progress has been made in recent years, both in gaining acceptance for formal training and in the calibre of the programs offered, we have really only scratched the surface. As the training function of the personnel department exists as a service to the line organization, it is not possible to dictate what should or should not be done. But, because of the increasing recognition of the value of effective training, we are being called upon more and more to assist in overcoming problems where training is involved. This increasing interest leads us to believe that the training function will assume ever increasing importance."

● **Where the 'lag' is.** There is a suspicion—a strong one, as expressed by the personnel men—that the "technology of personnel development has lagged far behind the technology of virtually every other phase of railroading. And nobody puts it better than the director of training and personnel-development for one western road:

"In the early days of railroading, the work of personnel administration was done as a part of the job of each manager. Employment was relatively easy, Large numbers of applicants applied because the railroads provided good pay, security, prestige and so forth. Training was not a problem. Job content changed slowly, if at all, so training —both initial and upgrading—could be accomplished by the imitative method.

"Many excellent managers developed this way. Some, in fact, are still developing and qualifying for promotion by imitating the activities of their supervisors. Most current development, though, is being accomplished by design and formal program. It is necessary today to recognize that changes in technology, society, communications, require changes in equipment, materials, personnel, supervision, methods, the way we do business.

● **The change comes.** "We are in a transition period, insofar as personnel administration is concerned. Changes must be made and are being made. Yet the rate of change cannot exceed the ability of our people to adjust to it. Even a relatively slow rate of organizational change—changes in job content, phasing out of obsolete jobs, creation of new areas of work—can create a large amount of uncertainty. Job security may seem to be nonexistent, and the resulting fear may cause opposition to any and all suggestions of change in the status quo. Our current position, then, is one of uncertainty and transition. We must now determine our future objectives and plan to meet them effectively.

"Employee selection and training will increasingly play a larger role in the railroad industry. Because of technological and other changes, no job will be permanent. Employees will be selected on the basis of ability and willingness to learn and to adapt their skills to meet these accelerating changes.

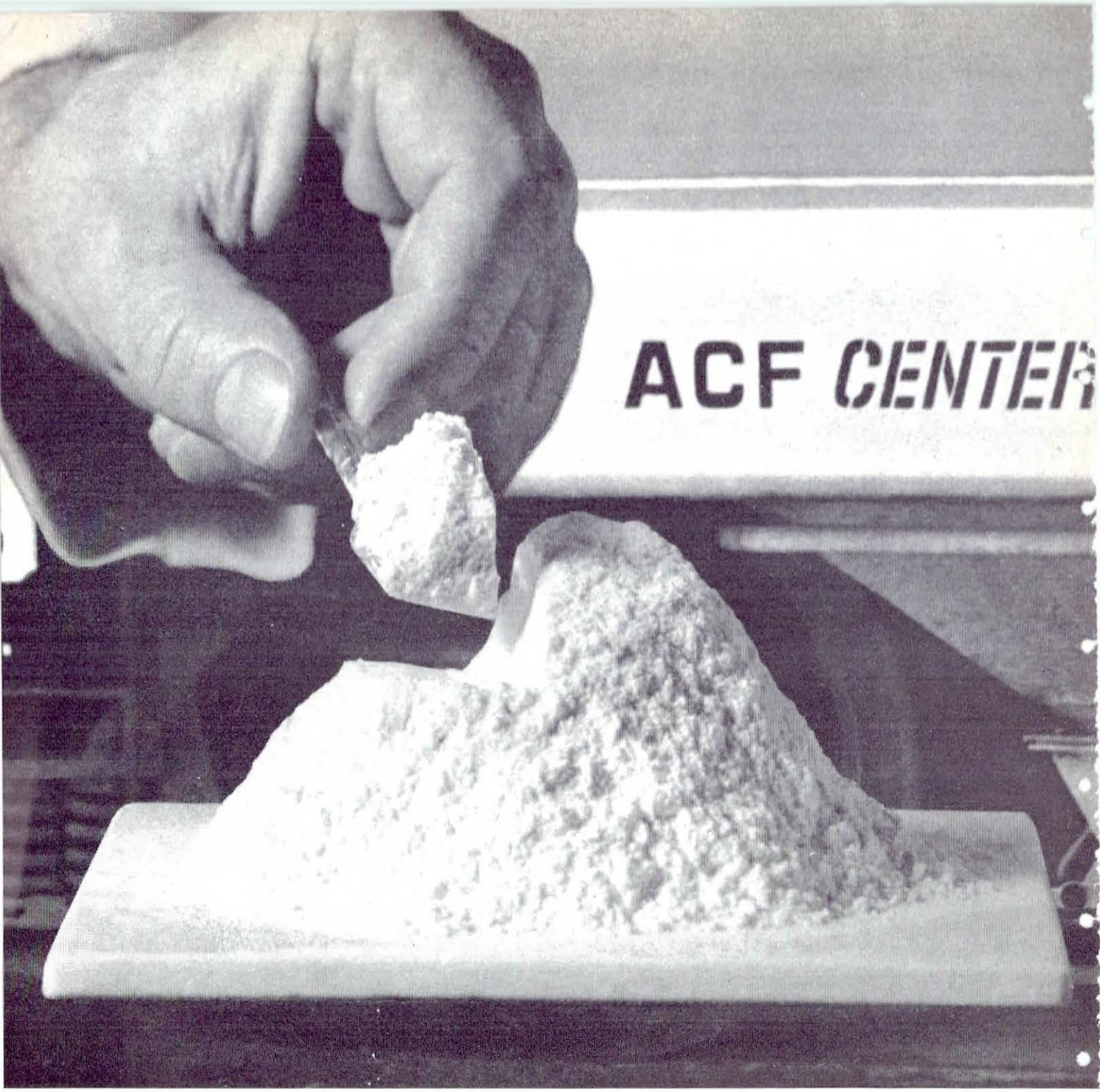
● **Always in training.** "Most employees will be training continuously between the times of hiring and retiring. All roads will be engaged in organizational planning. And the functions of acquisition, development, maintenance and utilization of human resources will increasingly determine the degree of success of the individual railroad company.

"Therefore, a highly creative, centralized personnel administration function will be a necessity for and a vital part of each surviving railroad."

To personnel officers, one of the most encouraging elements of the Railway Age survey should be the added emphasis—in dollars and programming—that personnel development seems to be receiving on a majority of roads. It may be late, but it's coming—and most personnel men have definite plans as to where they're going to concentrate the dollars and the effort.

● **For the future:** From one western road comes the proposal to "revamp our entire student program in order to give trainees specific training in all departments. Each department will be asked to set up a more formal program which will serve as a guideline. This should then develop into a more formalized program." Another western carrier reports that "members of the personnel-services section of the personnel department are talking with managers and supervisors at various levels to identify training and development needs. It is planned that we will establish priorities and training programs to meet the areas of need. Efforts will also be made to coordinate and, perhaps, centralize college recruiting—which is now carried on by various departments with varying degrees of success."

North of the border, Canadian Pacific says its main area of expansion "is likely to be in terms of programmed learning. "It's our conviction that this proved method of training can be applied to many different areas of railroad operation. It's our intention to proceed with the development of program materials as rapidly as possible. There is also a demonstrated need for



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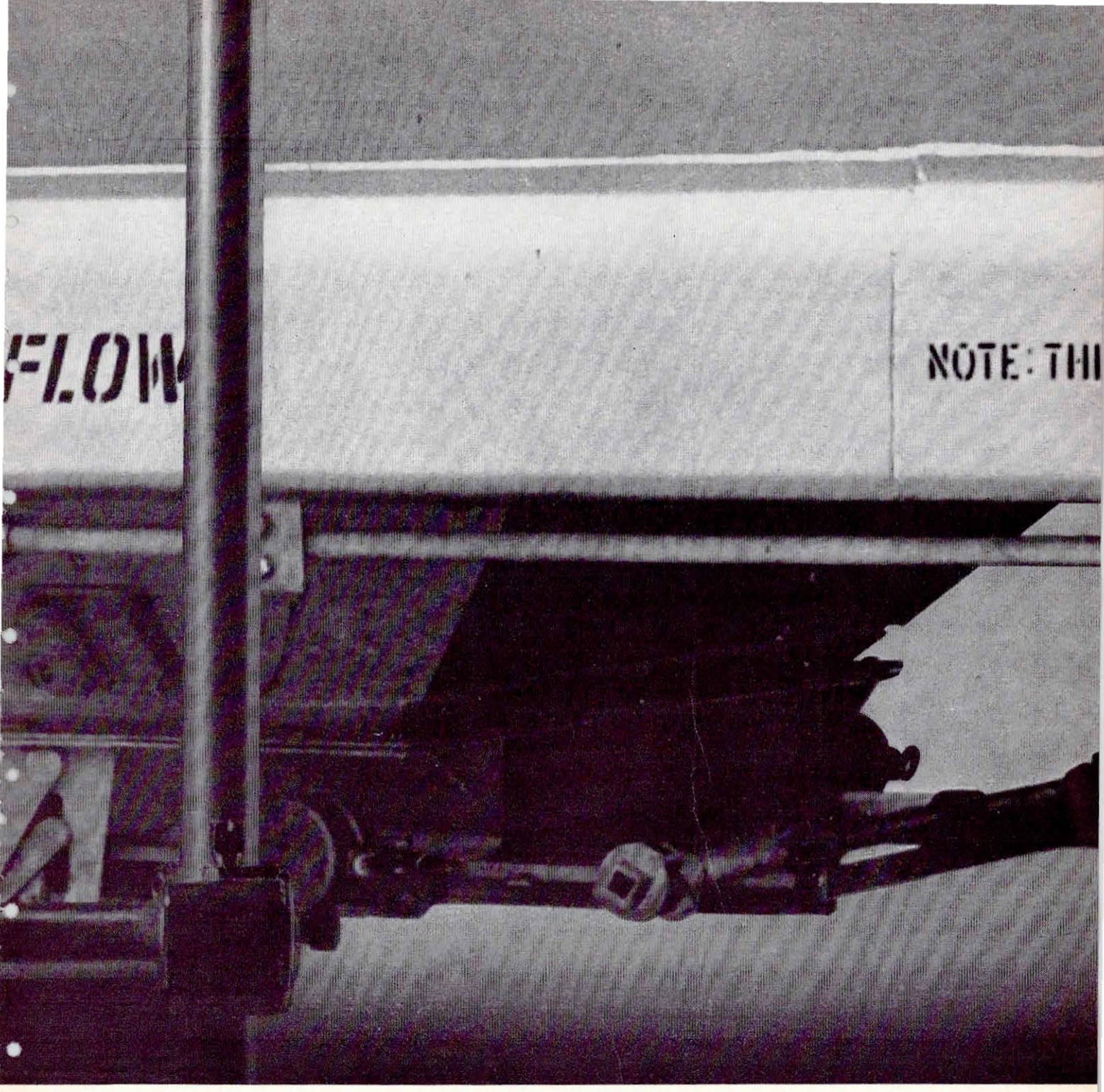

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formal training above the supervisory level, as well as for an orientation and induction program for new employees, particularly at the college level."

• **Pilot programs expand.** Back in the states, one eastern road says it's planning to start "an over-all management-development program to supplement a pilot program now being planned for salesmen in the freight-traffic department." Another eastern carrier wants to set up more effective programs in organization planning, recruiting, manpower forecasting and management development.

Several other western carriers also have definite plans. One will "extend formal training to any employee, management or non-management, who needs training. We also plan to centralize some of the personnel functions—including employment—in order to better support our managers and provide more assistance to our employees." Another is "considering the expansion of the number of colleges where we're recruiting . . . Also, we are continuing to hold classes with our officers to develop supervisory and communications skills to help them become more proficient in labor relations and personnel matters."

There are other points on which personnel men can take heart. For one thing, more and more roads are adopting formal salary-administration programs. For another, a number of smaller companies — where personnel development has been pretty much hit-or-miss — are getting into organized effort. For a third, virtually every road can report a rather enthusiastic reception of training by those being trained. One western road, in its own survey, says 21% of the employees attending training courses considered them very valuable, 53% said moderately valuable, 24% said interesting but not particularly valuable—and just 2% found the instruction a waste of time.

• **Similar—and different.** Management's reaction is similar in one respect, and something different in another. Most personnel men say the people being trained are used to good advantage. But a good number also say supervisors are still taking a passive attitude toward recommending candidates for formal in-company training.

This week, near Chicago, the Railroad Personnel Association holds its annual meeting. Based on the replies of personnel officers to the Railway Age survey, two things seem clear: Personnel men still have a tough time promoting the need for the training and development of people. But they're not about to give up the fight. One training director poses the question: "Can we do anything else?"

CLASSROOM WORK is an integral part of the Canadian National's comprehensive effort to upgrade its personnel. Critical segments of the road's work force will be spending a week and a half per year in classrooms by 1967.

CN pushes a huge training program

The road plans to step up the training and development pace to what it feels is needed to meet future needs for manpower.

Canadian National has a long view of railroad manpower requirements in the years immediately ahead. And this view is responsible for the substantial training and development programs in effect on CN. The road's feeling that adequate human resources are a key—and perhaps critical—factor in the brightening prospect that technology and competition are creating for the carriers, gives urgency to what is probably the most comprehensive and ambitious program to upgrade manpower in effect on any railroad in North America.

• **Massive effort.** CN has thrown a lot of thought, men and money into its effort to develop and train personnel for its future needs:

—Some 140 full-time instructors and administrators carry this training and development effort to the farthest corner of CN's transcontinental network. They are aided by 350 part-time instructors who, as a matter of routine, are expected to handle a half-day training session.

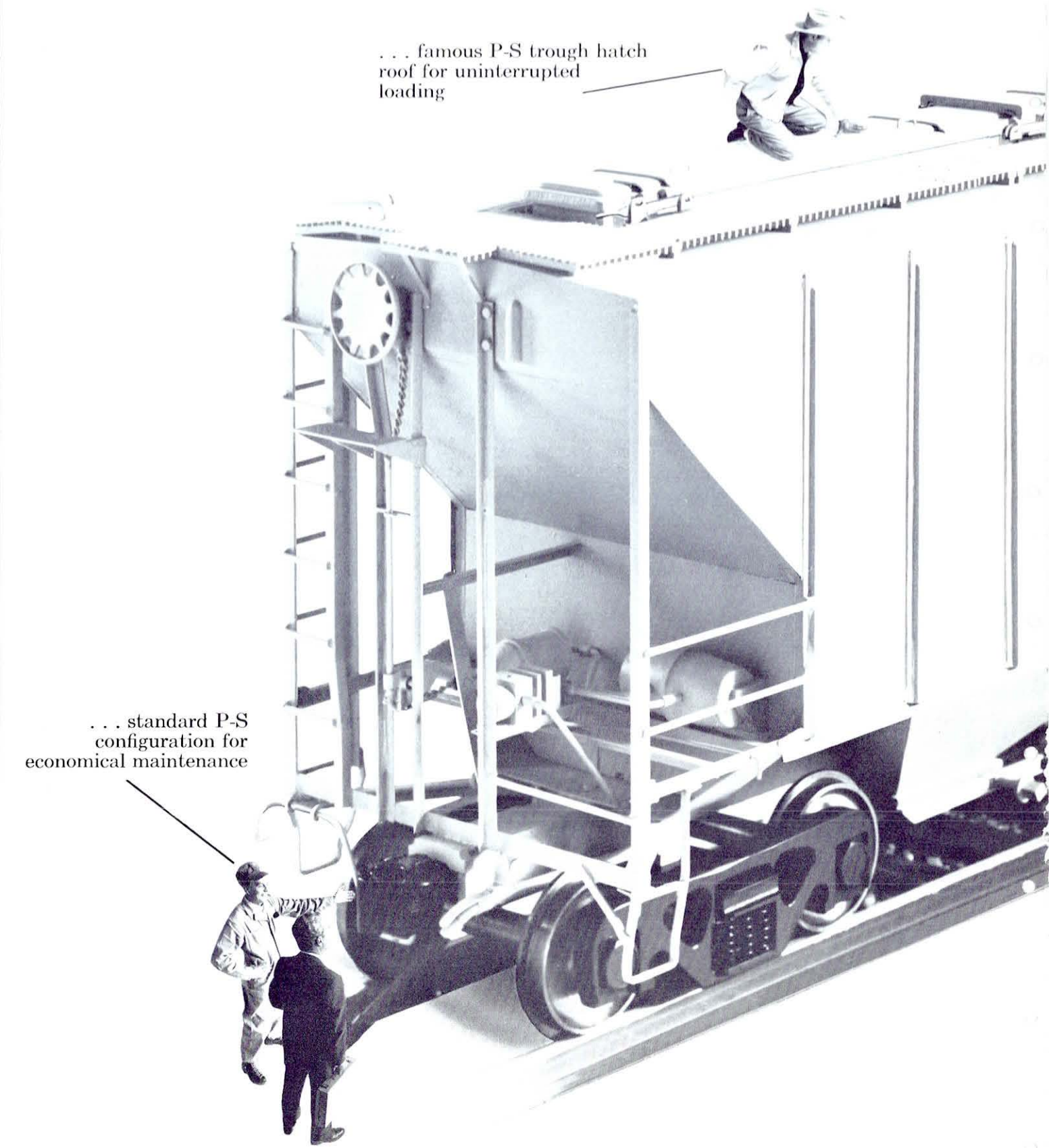
—These trained teachers give every conceivable kind of educational help to ambitious CN personnel. Courses range from technical apprenticeship-type courses where new employees are taught basic skills, to language courses (aimed at bolstering the CN's official dual-language policy), to demanding management seminars at Canadian colleges and universities.

—Last year the CN spent about $2.5 million for training and development. This will go up. CN plans to step up the training and development pace to meet the manpower needs its management feels are ahead. Schedules proposed by CN's T&D specialists, for instance, call for supervisory and man-

(*Continued on page 25*)

They asked for it...

Higher Cube Capacity



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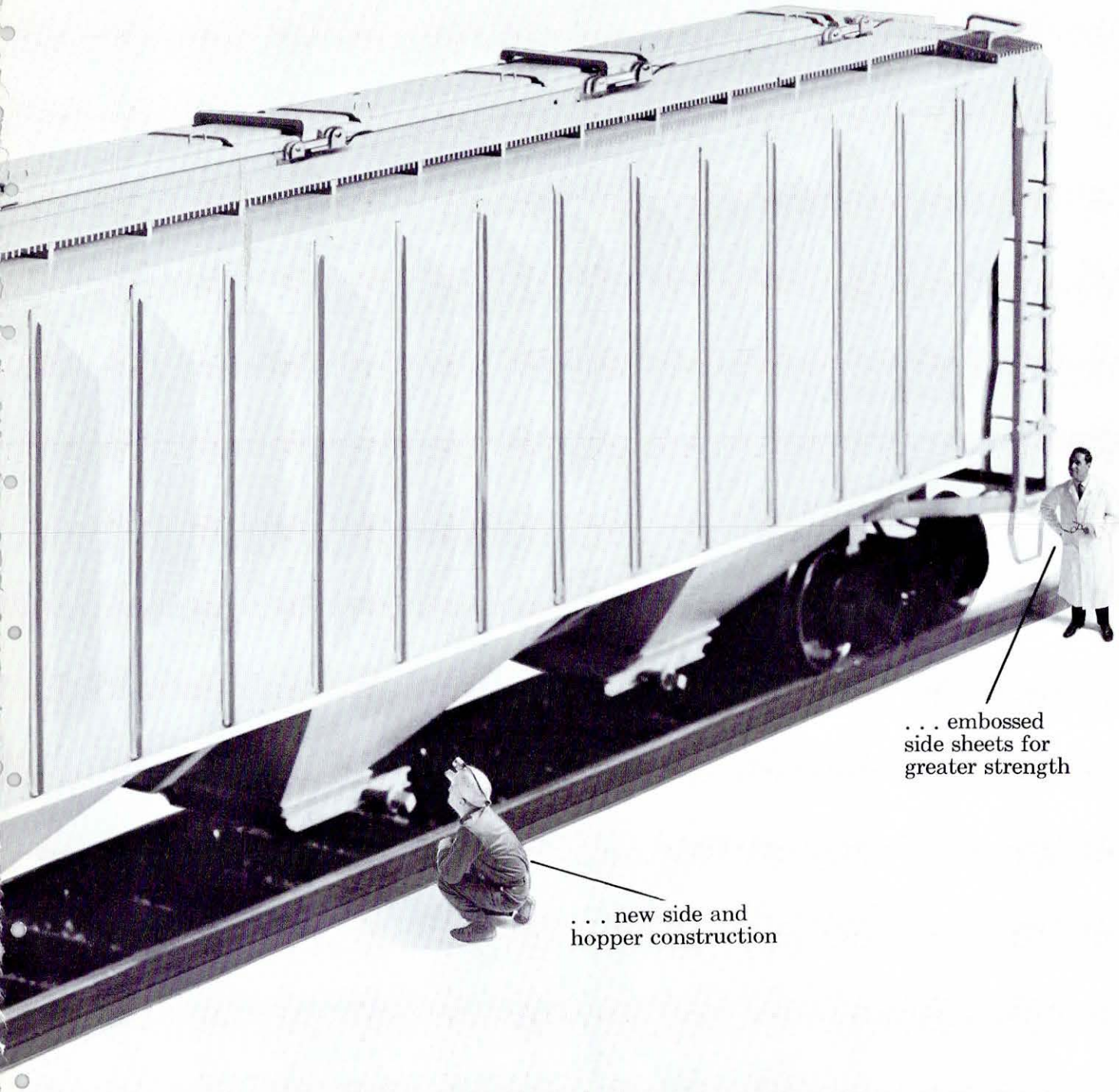

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CN training falls into four basic categories

(*Continued from page* 20)
agement education to absorb an average of one week per person by the end of 1966. By 1967, CN's educators hope to have critical segments of the railroad's work force in classrooms a week-and-a-half per person per year.

● **All this, plus . . .** George Lach, assistant vice president-personnel for the CN, notes that CN's formal training and development programs are in addition to the constant, extensive training that takes place on-the-job. "Promising newcomers are engaged as trainees and assigned work that exposes them to operations in such a way as to allow them to prepare for more responsible positions," he says. Additionally, CN engages in a great deal of retraining whereby employees are taught new skills as needed to cope with the changing nature of jobs.

CN's formal training and development activities, however, are mostly channeled toward the creation of what Lach describes as "managers and skilled employees capable of assisting in the achievement of company objectives." The time is long past, says Lach, when training on CN was aimed primarily at the teaching of technical skills to junior employees. CN's programs have broadened with the acceptance of many of the principles and concepts of management experts and behavioral scientists: "Of some considerable importance is how we teach what we teach. New ways of promoting learning—as well as new subject matter—are constantly being added as study, experiment and results indicate they should be adopted."

● **Four main training areas.** CN's training and development activities fall into four primary categories:

—Sales, customer relations and customer service.

—Technical skills.

—Management development and supervisory skills.

—Induction, safety, fire prevention, first aid, and so forth.

In the first category, CN concentrates a great deal of effort. In the field of freight sales, clerical forces were trained in tariffs and freight rates. Seminars and sales training courses for sales managers and freight salesmen gave strong emphasis to CN's high standards for customer relations and the techniques and administrative practices that lead to optimum performance for these important railroad activities. More than 220 of CN's senior officers and salesmen attended these seminars and sales courses last year.

Growing CN passenger traffic forced recruiting and training of additional CN reservation, information and ticket clerks as well as the retraining of present personnel. Customer-service-oriented training was provided for various levels of supervisory and non-supervisory employees as well as for train crews in passenger service.

● **Technology not neglected.** Technical training required in different CN departments ranged from apprentice training programs in shop crafts to the training of microwave and telecommunications personnel. More than 280 employees received extensive training of this sort last year.

In the third category, management development and supervisory skills, CN provided training for all levels of supervision on up to senior officers of the railroad. Primary-level courses included orientation in CN organization and policy, supervisory function, work-study familiarization, labor contracts, grievance and investigation procedures, and on-the-job training of subordinates through instruction, delegation and communication.

Wide range of goals

Past the basic level, CN's ambitious training and development route leads on to courses in management concepts, management by objectives, organization structures, perception of behavioral differences, motivation, the study of line-staff relations and labor-management relations, problem diagnosis and solving and planning and control.

At the upper end of CN's varied curriculum are the executive seminars geared to the developmental needs of the road's top management. Based upon the concepts of two behavioral scientists (Drs. R. Blake and J. Mouton) these seminars are designed so they can be adapted to the individual departmental needs of top managers. More than 100 of CN's senior officers attended two such seminars last year. Also at the top end of the CN curriculum is CN's Staff Training College, which is held at Bishop's University in Lennoxville, Que. Participants get tough, concentrated doses of instruction in modern business concepts.

● **Training centers, too.** CN also reports increased acceptance of the techniques and principles of work-study training for supervisors. This training, given by CN headquarters training personnel for the eastern lines of the railroad and in the West by CN's Western Canada Training Center, is proving the desirability of residential training facilities for personnel development and training. Notes one spokesman, "a greater degree of learning and retention is achieved by intensive training under residential conditions."

As CN's major training effort gets up a head of steam, changes in the organization of the training branch itself are in the offing. Notes CN's Lach: "Achieving our road's objectives will inevitably bring changes to the organization and staffing of the training branch to supply the necessary level and distribution of abilities. So far, emphasis has been on training at the supervisory level, in basic instructional techniques and in designing and experimenting with management development courses."

● **What's ahead?** Immediately in the offing for CN's educators is a recasting of work into three sections:

—Supervisory and management training

—Technical and skill training

—Education

Additionally, CN's facilities for residential-type training centers may be expanded to help take care of the intensified training and development work that the railroad's managers deem necessary in the future.

Last year, approximately 58,000 CN students participated in various courses. There were 750,000 student hours spent in training. Salaries and expenses of instructors, consultants and administrative staff for the CN T&D effort came to $860,000. Students' salaries and expenses while taking courses or in training came to more than $1.5 million. Almost $70,000 went for equipment and supplies.

As one CN officer said, while talking about the size of the budget devoted to upgrading the road's manpower, "there is no realistic way one can measure the value [of CN's training effort]. It is a bit easier, however, to measure the cost of not having adequately trained men and managers. We feel that the managing role will become more sophisticated and professional and that expectations of higher performance will continue to rise. There will be change in the nature and skills of many jobs that will require higher basic educational levels by affected employees. Thus, there will be an increased need for trainers with high qualifications. In short, we feel the cost of *not* training and developing our people would be higher—much higher—than the cost of what we're doing to meet the manpower needs ahead for us." ■

P-S covered hoppers get

Thoroughgoing market analysis has convinced the manufacturer that there's profit in increasing the sizes of its PS-2 line.

CHECKING OVER PLANS for Pullman-Standard's new line of high-capacity covered hopper sales and administration, and J. W. Bergen, vice president-marketing.

People who like their covered hopper cars in the giant size may grow awfully fond of Pullman-Standard in the months ahead.

As soon as modifications to its Butler, Pa., car-building plant are completed, P-S will begin turning out—on a production-line basis—covered hoppers ranging up to 6,300-cubic-foot capacity. The top in the present line is 4,427; basic models in the extended line will be 4,740-, 5,250-, 5,900- and 6,300-cubic-foot capacity. Design flexibility, however, will permit variations in capacity to suit individual needs.

● **No 'prototype.'** Unlike the one-of-a-kind Whopper Hopper which P-S built for Atlantic Coast Line, the king-size covered hoppers will be production models, not prototypes. Orders are already in for 600 cars—400 for Missouri Pacific and 200 for Great Northern (both of which are buying the 4,740-cubic-foot unit).

Pullman-Standard's decision to go big was basically a marketing decision, reached after extensive analysis of the market, present and future. And it's no reflection on the eminently successful PS-2 standard covered hopper design which the company has been building since the late 1940s (more than 31,500 PS-2 and PS-2CD units have been built and another 2,750 were on order as of Sept. 1).

● **The 'big' difference.** Pullman-Standard regards the PS-2 as a proven design—and buyers of the new line won't see much difference except size. P-S is sticking with the basic engineering—the square configuration—that has marked the PS-2 series since its development. Railroads and shippers will have one major new option on the bigger cars: They'll be able to specify units with or without centersill. And, of course, existing options—type of hatch, for instance—will be retained.

With the modifications at Butler, P-S will be able to turn out everything from a 2,604-cubic-foot covered hopper to a 6,300-cubic-foot giant—and the production force will be able to convert the line from one model to another without skipping a beat. With this spread of close to 4,000 cubic feet in capacities, from smallest car to the largest, Pullman-Standard marketing men think they'll have the ability to meet all foreseeable demands, for cars to handle commodities from cement up through grains to lightweight bulk chemical products. J. W. Bergen, vice president-marketing, compares the approach to that of General Motors' Chevrolet division: "We can give a buyer anything from a basic Corvair to a top-of-the-line Impala. We can give options. And we can do it on a production-line system."

● **From cement to . . .** Bergen recalls that the covered hopper, originally, was a cement car. But then marketing and engineering worked with the malt industry to develop a car to meet malters' needs. And that opened new markets in potash and other commodities. Then demand cropped up for a true 100-ton-capacity car. As Bergen puts it, "Any car used to be called a 100-ton car just because it had 100-ton trucks under it"—and the big covered hoppers for grain resulted.

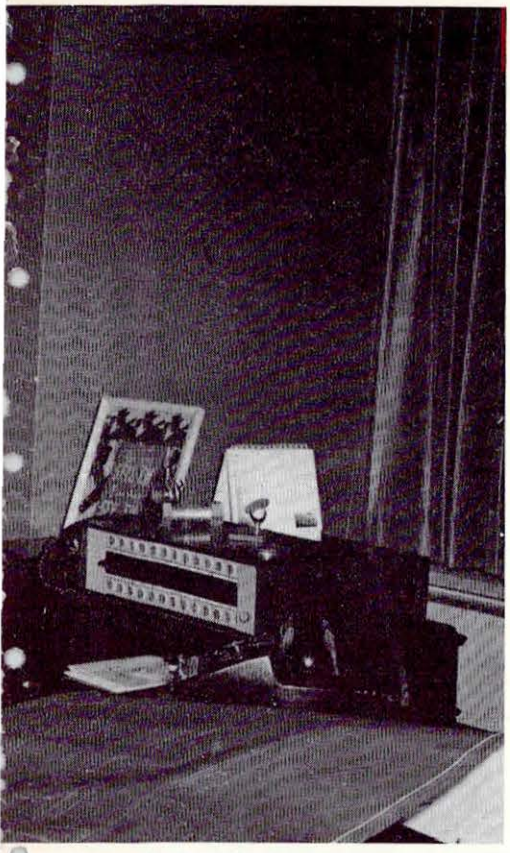
Now the growing market seems to be in chemicals—and, as P-S sees it, the chemical industry is happy with 5,000-cubic-foot-capacity cars but gets even happier if capacities are pushed to 6,000 cubic feet and up.

In the past, covered-hopper builders have had rather firm steering toward capacity increases. This time, Bergen notes, "the guidelines aren't quite so direct. But from the findings of our industrial-marketing group, we know pretty well what the market requires."

At the moment, the market isn't very substantial. P-S men estimate demand at 1,000 to 1,500 cars a year "of the type the chemical industry can get." But they also regard the market as virtually untouched—and they see a good chance that the availability of the higher-capacity equipment, coupled with incentive rates, may give railroads a shot at a good amount of traffic that now moves via other carriers.

● **Why now?** Why did Pullman-Standard choose this particular time to beef up its line at the high-capacity end? Essentially because the industrial-marketing people, doing the job they were

bigger



cars are (left) E. T. Ahnquist, manager of field

hired to do, decided the time was ripe. Bergen puts it this way: "You always wonder when you're going to top out with a successful product. You always look at how you're going to maintain your market. Last year, we saw that the demand for our 4,427-cubic-foot car was good—and it still is. But we also saw, by in-depth market analysis, a potential considerably beyond that. The trend is to bigger and bigger covered hoppers. With our line as it was, we were in a somewhat limited position—and we don't want to be in that position."

Pullman-Standard thinks a lot about position: "It's easy to get fat-cat about things. You get complacent—and the first thing you know, the other fellow's running around you. That's one reason why we're in a constant self-analysis—upgrading old products and designing new ones. That's also why we have five full-time industrial-marketing men out in the field—working with 14 basic industries that account for about 86% of the traffic that moves."

● **Judging the market.** Change, however, doesn't come easy. The market has to be there. Frequently it is, because this is an age where development of new materials, new products, comes in rapid-fire order. But then there are engineering problems and there are transportation problems—rates, for one. And it has to be remembered that no railroad has unlimited funds for buying any new piece of equipment that comes along, especially if it's a market gamble.

Bergen sums it up: "Every change is a challenge—from the engineers down to the fellow who has to go out and sell the change."

P-S is confident, however, that its new covered-hopper line will meet the challenge—and those orders for 600 cars (received before the plant is even ready to go) do a lot to buoy up confidence. In addition, as Bergen points out, the bigger cars are, essentially, enlarged PS-2 units. Carbuilders at Butler have had years of experience with the basic design; there will be no prototype bugs to be worked out. Says Bergen: "We have a lot of reasons for staying with the square design—better load distribution, easier maintenance, the fact that these cars are suited to unloading with a car shaker, and that's an important point where cars are being unloaded in port areas. And we know what the people at Butler can do—a fine job. All in all, by staying with our basic design, we're looking for it to be an easier job to maintain quality right from the start."

● **Flexibility stressed.** With the provision of high-capacity cars without centersill, moreover, P-S can figure on its line being more attractive to shippers of commodities that bridge or pack in—soda ash, for example.

One of the rather happy ironies of this whole move to higher capacities, as it happens, is that it can meet both the needs of the special and the general. The wide variety in capacity in the line is expected to make it suitable for the shipper whose commodity has a very specific and very fixed requirement. But the bigger cars ordered by Missouri Pacific will go into a rather general service—and may be hauling almost anything except salt. And the GN cars will be capable of handling 100 tons of a variety of grains—wheat, oats, barley, corn.

With the top of the line now at 6,300 cubic feet, is a limit set? P-S doesn't know—not yet. "As a marketing man," Bergen concludes, "the sky's the limit. But you have to realize that if you go bigger there are certain limitations, on railroads and on shippers and receivers. It may well be that these limitations will be changed or reduced. And when the physical limitations on the users change, the cars will change with them."

P-S will expand plant for new cars

The necessary construction and production line changes will be completed by early next year.

Pullman-Standard is expanding its Butler, Pa., plant to permit production-line construction of its new, higher-capacity 100-ton, PS-2 covered hopper cars. The new P-S center-sill-type cars will have capacities of 4,740-, 5,250-, 5,900-, and 6,300 cubic feet. Those without center sills will have slightly higher capacities.

A 70-foot extension will be added to the building to extend the covered hopper line. Construction and production line changes are expected to be completed the first quarter of 1966.

Flexibility of the basic line of PS-2 covered hoppers has been carried over into the new sizes. This permits buyers to choose alternates best suited to their needs. A MoPac order for 400 4,740-cubic-foot center sill cars shows this flexibility. Instead of the trough hatch type roof furnished on the standard car, the road wanted circular hatches and an additional two hatches to meet specific needs. The cars, however, are initially scheduled for general-purpose use.

Standard construction of the new line of cars will include trough hatches, 24- x 30-inch outlet gates and 100-ton trucks equipped with roller bearings and 36-inch wheels. The cars are also designed to accommodate 125-ton four-wheel trucks and 38-inch wheels. Specialties for all PS-2 cars can be selected by the customer or left to Pullman-Standard procurement.

● **Raised side sills.** The new cars have raised side sills. The hopper sheets, are welded directly to the side sills. The side sheets are embossed for greater strength. The 4,427-cubic-foot car, top of the old line, will be built with or without raised side sills in the future.

On the PS-2CD center sill cars, three center discharge outlets will be provided on the 4,740- and four on the

5,250- 5,900- and 6-300-cubic-foot cars. Four sectional trough hatch covers will be furnished on the 4,740 and 5,250 units and five on the 5,900 and 6,300 cars. The slope sheet angle for the 4,740, 5,250 and 5,900 cars is 45 degrees, with 40 degrees for the 6,300-cubic-foot car.

The 4,740-cubic-foot car is within AAR clearance diagram plate B. The 5,250 car is within plate B for height and plate C for width. The 5,900 and 6,300 units are within plate C. In the complete line of PS-2 covered hoppers, 2,604 to 6,300 feet, the cars can be built with either side or center dump. However, there will be no side pockets on cars without center sills.

Variations in options offered on the present line of PS-2 cars will be available for the new line and include:

—Full length trough hatch, with multiple hatch covers, either fiberglass or steel.

—Individual circular hatches, either 20- or 30-inch diameter, the 20-inch equipped with three screw hold-down locks for extra sanitary protection for the chemical industry.

—Car interiors lined or unlined to meet customer specifications.

—Gravity, combination gravity-pneumatic or straight pneumatic discharge gates.

The square configuration of the new cars was followed because Pullman-Standard believes it gives wide adjustment in capacity, simpler construction, good utilization of space and permits economical repair of damage. Cars in the new line, when built without center sills, will have increased capacities, ranging from 45 cubic feet for the 4,740 unit to 60 cubic feet for the 6,300 unit.

● **MP cars have circular hatches.** The 400 PS-2CD welded all-steel covered hoppers for the Missouri Pacific are identical with the standard 4,740-cubic-foot car in the new line except for use of 12 circular roof hatches instead of a trough hatch. The cars have three hoppers, center pocket design, and are equipped with sliding gravity discharge gates.

Structural shapes are OH steel. All OH shapes, plates, bars and sheets, ¼-inch and less in thickness, are copper bearing. The center sill and center sill reinforcement is Tri-Ten steel.

The center sill consists of two 12$^{15}/_{16}$-inch, 41.2-pound Z-26 sections extending between strikers, welded full length at the junction of the top horizontal flanges. Penetration welds of 100% are provided where bolsters and crossbearers are attached to the center sill, and also at each end. The bottom flange of the center sill is coped out to within ¼ inch of the center sill web in the hopper area. The 4- x 4- x ⅜-inch center sill reinforcing angles extend between the bolster bottom covers and are riveted to the inside webs of the center sill.

Pullman-Standard's new covered hopper cars
Smallest and largest cars of the new line

	4,740-cu-ft capacity	6,300-cu-ft capacity
Length inside body, ft-in.	54-6 9/16	65-11 9/16
Length over end sills & end plates, ft-in.	54-7	66-0
Length over strikers, ft-in.	55-7	67-0
Length over running boards, ft-in.	56-3 1/2	67-8 1/4
Length, center to center of bolsters, ft-in.	45-0	56-5
Width inside, ft-in.	10-0 1/2	9-8 11/16
Width over side stakes at center, ft-in.	10-6 15/16	10-1
Height, top rail to top running board, ft-in.	14-7 5/16	15-0 5/16
Height, top of rail to top of side plate, ft-in.	14-0 7/16	14-0 7/16
Height, bottom of side sill to top side plate, ft-in.	9-1	9-5 3/16
Height, top of rail to top of hatch hold down, ft-in.	15-1	15-6
Height, top of rail to underside center sill, ft-in.	2-4 3/8	2-4 3/8
Height, top of rail to discharge gate, ft-in.	0-11	0-11
Number of discharge openings	3	4
Size of discharge openings	24-x30	24-x30
Number of trough hatch covers	4	5
Slope sheet angle, degrees	45	40
Lightweight, lb (estimated)	64,500	81,000

● **Side-sill design.** The side sills are angles extending from bolster to bolster. The 6-inch vertical leg is coped to provide a square edge at the butt-welded joint with the side sheets. The side sill extension angle extends from bolster to end sill. End sills are rolled angles extending from corner post to corner post.

Raising the side sills reduces the depth and weight of the side sheets. The welded design is intended to give maximum protection to the structure when car shakers are used. Pullman-Standard engineers call the entire side arrangement "more substantial."

Bolster webs are extended between bolster posts with the top of the web plate bent to conform to the slope of the end floor sheet. The bolster cover plate extends from side sill to side sill and passes over the top of the center sill. At the sides, the bolster cover plate is tapered. A stiffener on the inside of the bolster web extends vertically from the bolster cover to the top portion of the bolster web. On the outside of the bolster web at the bottom, a side bearing stiffener is applied. The web plate is stiffened at the center sill by two floor support gussets in the area between the web plate and the slope sheet.

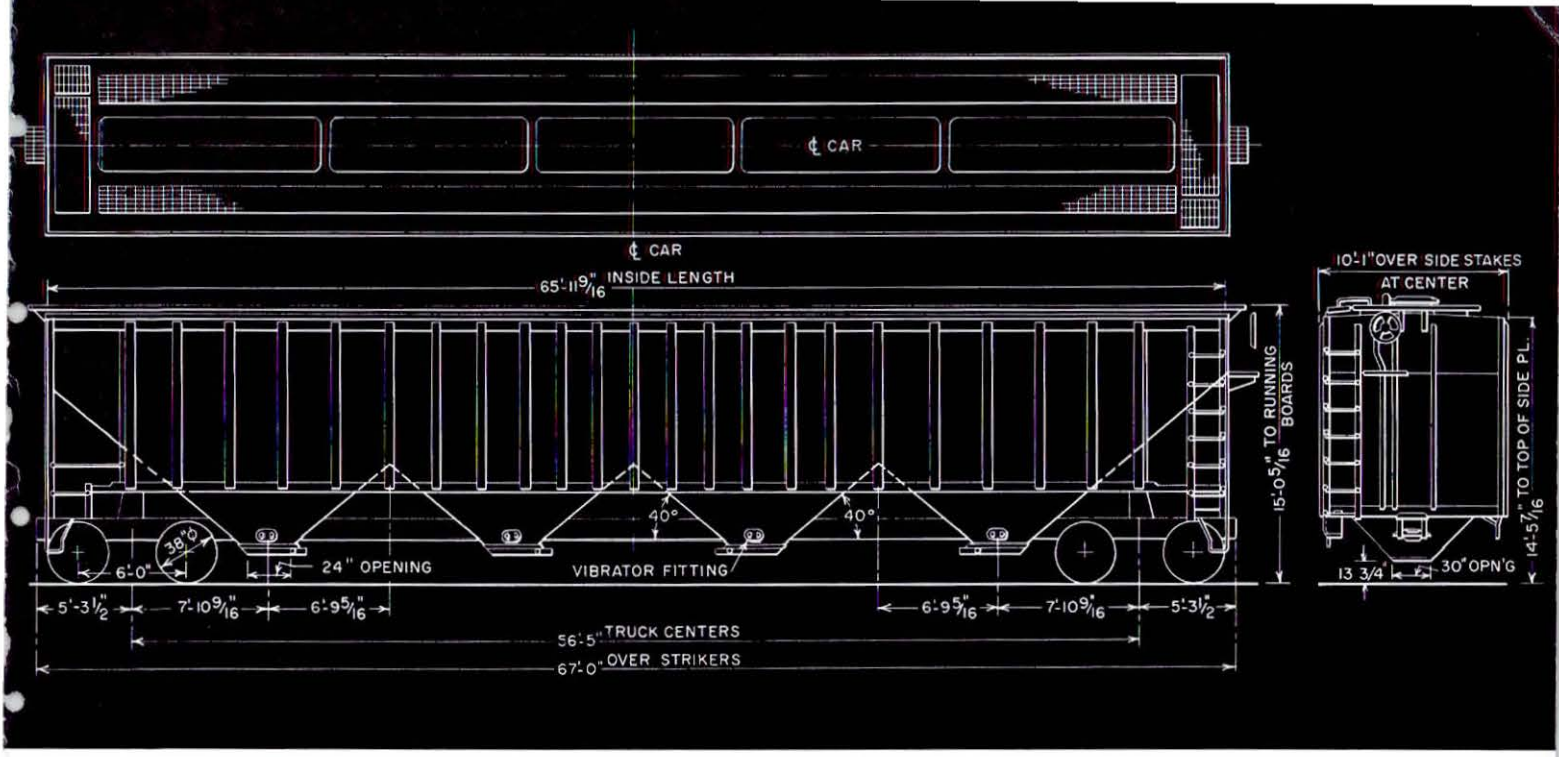
Body side bearing braces are I-beams applied vertically and welded to the undersurface of the bolster cover plate and to the tapered bottom plate which extends under the center sill from side bearing to side bearing. A web plate is welded to the web of the I-beam section, the web of the center sill and top and bottom cover plates.

● **Carbody construction.** The top end floor sheet extends to the corner post and from the underside of the roof to bolster web and from side to side of car. The intermediate floor sheets extend from side to side in three pieces joined with longitudinal welds. All floor sheets are flanged for welding to the sides of the car. Intermediate slope sheets extend from bolster to discharge gates. Vent holes and covers are provided in the top of the end floor sheets.

There are six outside and inside hopper sheets per car. The outside sheets extend from side sill to the discharge gates and between the floor slope sheets. The inside hopper sheets extend from the longitudinal hoods to the hopper sheet closing piece under the center sill. The three longitudinal hood sheets per car extend between the floor slope sheets over the center sills.

Partition and crossridge webs extend between sides of car and from the underside of roof to the crossridge bottom tie plate. The bottom tie plate extends from side sill to side sill, passing over the top of the center sill. A riveted pressing stiffens the center sill between the webs at the crossridge. Each compartment has four ladder treads for entry.

● **Floor design.** The crossridge floor sheets extend between the sides of the car and from partition to the discharge gates. Floor sheets extend from side to side in three pieces joined with



LARGEST CAR in the new line, 6,300 cubic feet, will be produced with 40-deg. slope sheets; design allows for 38-in. wheels.

longitudinal welds. The six pressed center sill separators per car are riveted between the center sill webs; two per car are riveted between the center sill at center of crossridge. The crossridge web plate is stiffened at the center sill by gussets, eight per car in the area between web plates and slope sheets.

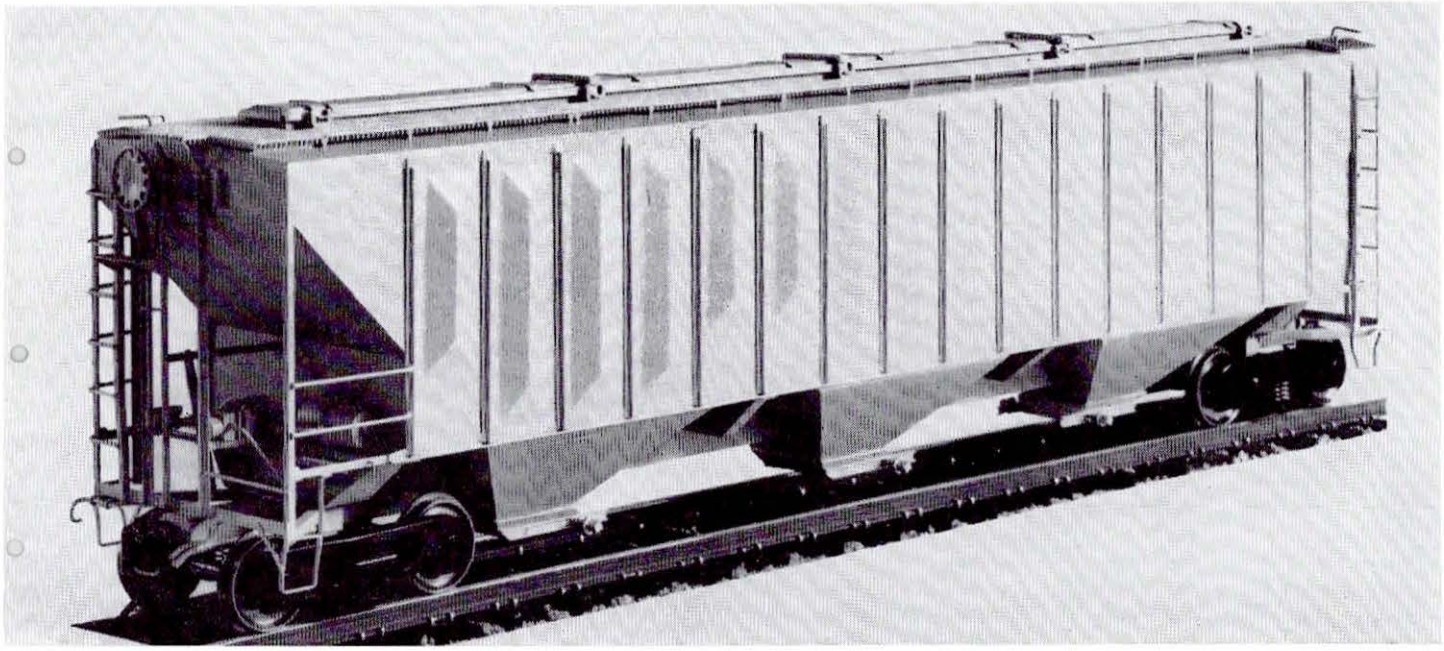
Side plates are two angles extending full length of the car. The 6-inch vertical leg is coped to provide a square edge at the butt-welded joint with the side sheet. The 32 pressed side stakes per car extend from side sill to side plate, and are welded to the side sheets. Side sheets are welded to the slope and hopper sheets and to the side sill and side plate. The end sheet extends from the side plate to floor sheet and is butt-welded to the side sheet at the bolster.

The three rolled angle end posts are placed two at the A-end and one at the B-end of the car. The corner posts are rolled angles. There are 12 rolled angle carlines at the hatch frames. The partitions and end floor sheets are flanged to form additional roof supports.

● **Industrial hatch locks.** Of the 12 30-inch-diameter round hatches per car, six are on each side, with four over each compartment. The covers are hinged with a bar arranged to open parallel to the longitudinal centerline of the car. Hatch locking arrangement provides for individual locking of each cover.

Strikers, front draft lugs, bolster center fillers and rear draft lugs are P-S built-up welded design. Integral coupler carriers are arranged for the AAR drop-forged wear plates.

ABD-1012 air brakes are used. The narrow pedestal, 100-ton spring planklessand spring plateless trucks are equipped with 6½ x 12 roller bearings, 36-inch wheels, unit brake beams and composition shoes. Double roller side bearings and automatic slack adjusters are used. Axles are AAR alternate standard with raised wheel seat. ■



ALL CARS in the new Pullman-Standard line (like this model of the 4,740-cubic-foot unit), will feature raised side sills.

after 3 years of development and 500 locomotive months of testing on two major railroads in different parts of the country...

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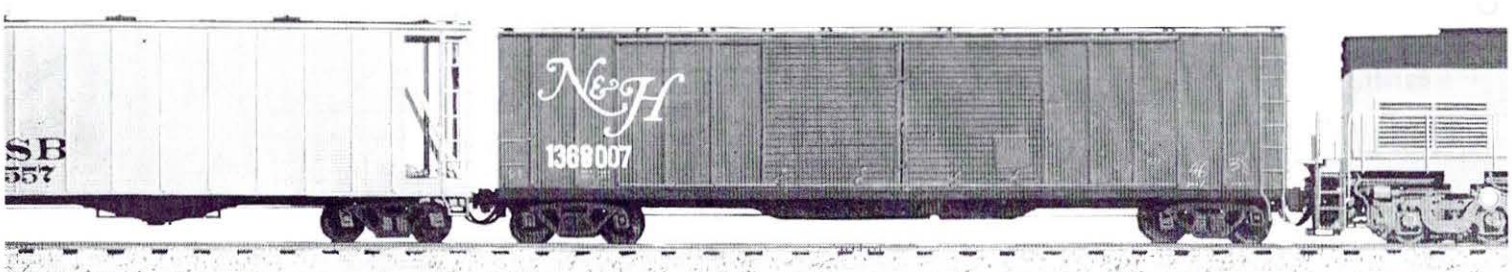

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5. Has extra high stability and anti-oxidation characteristics.
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Remember, this is the *first* completely ashless lubricating oil for diesel locomotives. And only Gulf has it.

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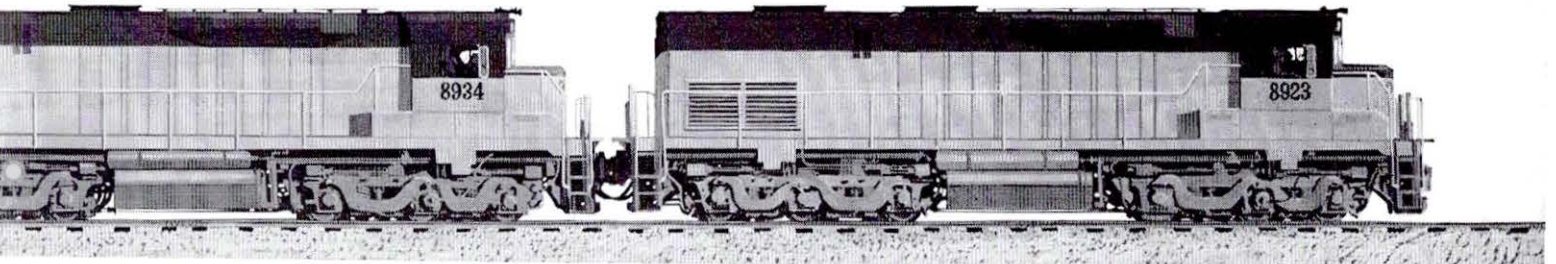
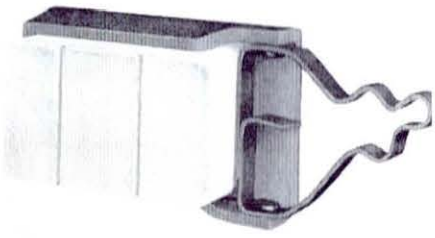


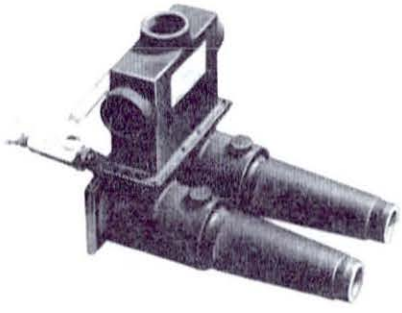
NEW PRODUCTS REPORT



Journal Stop (RA-1)

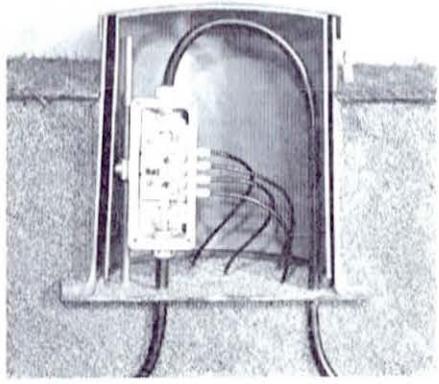
The F&B journal stop is said to effectively control journal movement in the box at all impact speeds. A nylon block absorbs journal impact shock, protects the rear seal from damage by the dry seat, provides additional protection to the journal and bearing, and adds stability to the lube pads.

The nylon block in the holder snaps out so blocks may be removed and replaced during wheel changes. *Hennessy Lubricator Co.*



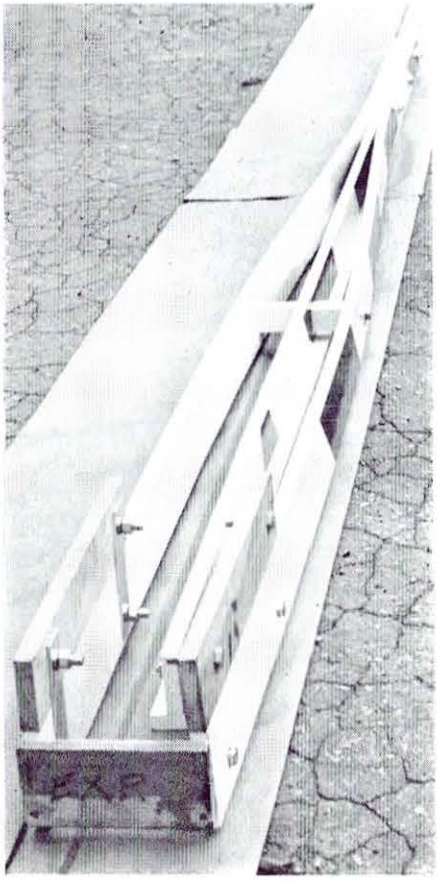
Sanding Facility (RA-2)

The Jet-Away facility, for use where little or no sanding facilities exist, is designed to replace bucket-type sanding. It operates from the locomotive compressor while at idle, transferring sand from storage to locomotive sand box by vacuum or gravity feed at rates up to 60 lb per min. At outlying points dry-sand peddler cars equipped with the device for limited sand unloading are said to be operating with good results. *Impco Products, Inc.*



Housing (RA-3)

A new all-weather fiberglass terminal housing for underground burial is virtually unaffected by salt spray, alkalies, fertilizers, or chemical atmospheres. Easily accessible interior space permits installation of terminal board equipment arranged to meet specific system requirements. Model F60TV housing has a single lock for full protection. Inside dimensions are 12 inches diameter, 15 inches high. It weighs 20 lb. *Superior Cable Corp.*



Gate Arm (RA-4)

A new, lightweight, wooden gate arm for use on automatic crossing gates, can be quickly adjusted in one-foot increments. It has a telescoping tongue which permits it to be extended from 13 ft to 22 ft in length. Having a lightweight arm, the extension needs less counterweight. The arm can be adequately counterweighted, at any length, with 160 lb. *Western Railroad Supply Co.*

RAILWAY AGE WEEKLY

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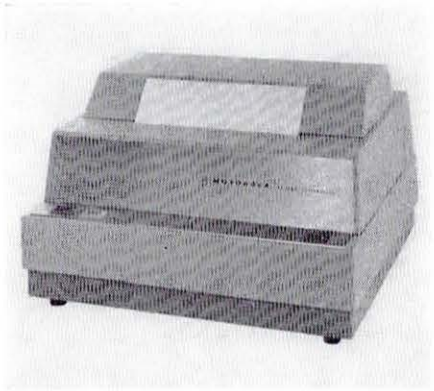


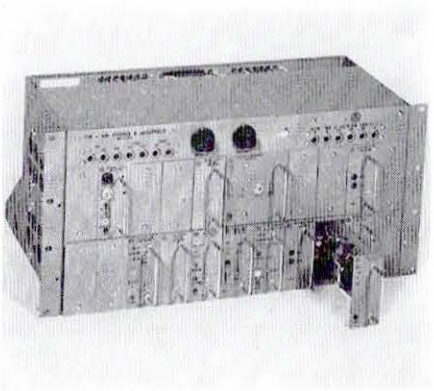
Teleprinter (RA-5)

A new, compact, electronic page teleprinter, TP-4000 series, can operate at speeds from 100 to 3,000 words per minute. The unit will print out 80 characters per line on paper 8½ in. wide. The TP-4000 will hold a 500-ft roll of paper. Speed of printing on the unit is such that 30 conventional 100-words-per-minute lines can be replaced with one 2400-bit-per-sec line. The page printer can employ up to 8 level codes.

With an associated translator, remotely controlled page printers can be employed, and may be individually or group addressed when sharing a common translator. The translator can provide character code processing, print instructions and format control.

The TP-4000 can handle any alphabet of 64 characters. The unit has posted mean-time-between-failure records in excess of 1,000 hr.

The printer measures 16 in. wide, 14 in. deep, 9 in. high and weighs 40 lb. Power consumption is 300 watts at 120 volts AC, 60 cps. *Military Electronics Division, Motorola, Inc.*



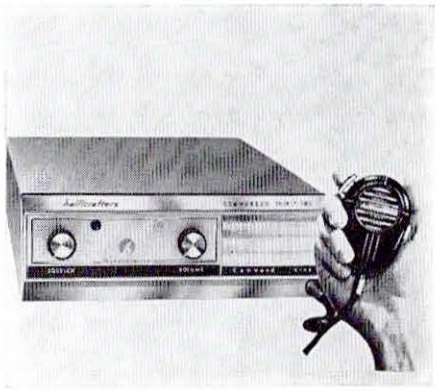
Voice Terminal (RA-6)

The 2710RR single sideband voice terminal was designed for open wire application similar to those experienced in railroad service for a number of years. The frequency allocation conforms with AAR specifications and provides for 5 full duplex channels in the frequency spectrum from 3.5 to 61.75 kilocycles.

The unit is completely transistorized and utilizes plug-in modules for flexibility. All controls essential to system adjustment are front panel mounted for convenience. The design features crystal controlled oscillators, high output level (+18 db per channel), and two-wire or four-wire voice options.

The equipment will operate from 117 volts 60 cycles per second or station battery of 48 volts DC. A complete jack field is provided for measurement of parameters necessary for maintenance and system adjustments.

All standard signaling options are available as well as per channel regulation and equalization. *Radio Frequency Laboratories, Inc.*



Two-Way Radio (RA-7)

Commander 32 is a transistor FM 2-way communications package designed for mobile service in the 148-174 mc band. It operates from a 12-volt DC source.

The transmitter/receiver unit measures only 3½ inches in over-all height, has a 10¼ inch width and is 15¼ inches deep including the control knobs.

The radio is rated at a minimum 30 watts output. In its basic configuration, the radio is a completely integrated unit with the transmitter/receiver chassis and control head with built-in speaker housed in a single cabinet.

A key lock on the cabinet prevents unauthorized access. However, upon unlocking, the chassis slides out for easy servicing of the handwired circuit modules. The radio set will fit in the standard AAR mounting.

In addition to being type accepted by the FCC, the Commander 32 is designed to Electronics Industry Association standards and meets AAR specification. *Hallicrafters Co.*

Rectifier (RA-8)

Style HDT Series 8000 charge rectifier for signal batteries delivers a self-adjusting DC output in proportion to the load demands, state of battery charge, condition and voltage.

Combining a constant voltage transformer with a heavy duty selenium rectifying element, charging properties closely approaching constant potential are produced in the transformer and rectifying element alone without the use of extra components or extra control circuits.

In cases of complete discharge of a battery the rectifier may be adjusted for the highest output of 50-75% above continuous rating for quick re-charge. Even under such a re-adjustment, the charging rate tapers off to a relatively low value when the battery is charged.

Full range micrometer output adjustment of the taper rectifier is simplified by means of a thumb nut and transformer tap for any given type and number of battery cells and charging rate. *Howard and Gould Co.*

Microwave Towers (RA-9)

Two new towers, using a 60 deg. angular steel leg, include model 36, a microwave tower with a 40-inch face built on an equilateral triangle; and model 48, an equilateral triangle design with a 52-inch face.

Both models are constructed of heavy-duty steel and come in standard 20-ft sections.

The hot-dip galvanized sections are joined together with a splicing method using 16 high-strength bolts per leg. *Rohn Manufacturing Co.*

GP-35s power the Milwaukee Road's record-breaking transcontinental freight

On the Milwaukee Road's Chicago to Seattle run, freight trains move at passenger train speeds. Twelve new General Motors GP-35 locomotives—in service on the Milwaukee's Thunderhawk and XL Special—maintain one of the fastest transcontinental runs to the Pacific Northwest. These 2500 hp units not only speed up the Milwaukee Road's schedules, they also handle heavier payloads. And the dependable GM power stays on the road longer with less downtime for scheduled maintenance. For the Milwaukee Road this means lower operational costs and better customer service.

ELECTRO-MOTIVE DIVISION
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RAILROADING AFTER HOURS WITH JIM LYNE

LYNE

RAILROAD MUSEUMS—There's no let-up in the establishment and enlargement of railroad museums—the latest one I've heard of being in Dallas, Tex. It is the result of the joint effort of the Southwest Railroad Historical Society and the State Fair of Texas, and is located on the state fair grounds.

Dr. M. D. Monaghan, president of the historical society (address P.O. Box 609, Garland, Tex.), has sent me a 16-page illustrated pamphlet "Age of Steam Exhibit," which portrays the museum's principal present equipment display, including a remarkably wide collection of relatively recently built power (e.g., one of the Union Pacific's "Big Boys").

Dr. Monaghan tells me the enterprise is largely financed through the sale of the society's book, "Iron Horses of the Santa Fe Trail," equipment being donated by various railroads and restoration work being done by the society's members, with the aid of the 719th Army Reserve Railroad Battalion.

SENATOR MAGGY'S SOUND COUNSEL—Senator Warren Magnuson, chairman of the Senate commerce committee, has come out in favor of including railroad rights-of-way in the President's program for preserving "natural beauty" along the nation's highways.

"The traveler entering our cities by rail must now endure an almost unending vista of refuse and decay," said the senator. "Public response to cost, comfort and convenience of improved intercity passenger service could be affected by this ugliness."

The senator's suggestion makes all the more sense, since most of the debris to be seen along railroad tracks was not put there by the railroads—but by careless citizens who, in some places, use railroad property as if it were a public dumping ground. Railroads are having a hard enough time making passenger service self-supporting without this added burden.

What's wrong then with the senator's suggestion—not only as a national program but as a project for local communities and their garden clubs?

WHO PAYS FOR FLOOD DAMAGE?—I saw where the Northwestern Pacific has had to spend $11 million to restore its line, vital for getting lumber from its area to market—after recent floods washed out 100 miles of its line. And now the federal government has refused to spend the necessary $3 million for bank protection along the Eel river, which, unless thus protected, may wash out the railway again when the next heavy rains come.

All of which makes me wonder how much truck operators are contributing toward the reconstruction of highways which suffered flood damage in the area.

There are a lot of aspects to unequal treatment of various modes of transportation that are seldom discussed; and repair of flood damage is one of them. And practically every year one or more railroad suffers such damage of calamitous magnitude—a couple of such storms accounting (for instance) for a large share of the New Haven's unfortunate financial situation.

WHY C&NW IS LEFT-HANDED—One of the most popular items of railroad lore has been denied as a mistake. This is the widely accepted belief that the C&NW's left-hand operation of its trains on double track had its origin in heavy British participation in the financing and management of the road in its earlier years.

The handsome new book "Chicago & North Western Steam Power 1848-1956" (C. T. Knudsen, 3539 North Lincoln Avenue, Chicago, author and publisher) offers a quite different explanation. It is that the railway, originally single-tracked, had all its station buildings to the right (outbound) of the track. When a second track became necessary, the management did not want to build duplicate station buildings; and believed there was more need for waiting-room facilities for passengers inbound to Chicago, than for homeward-bound commuters, who seldom tarry around the station after their train arrives. Hence the existing track was made the inbound one, and the new track was made the outbound one.

This new book is one of the most complete reports I've seen of the motive power history of a single railroad and is richly illustrated, with both photographs and charts.

Fireman issue gets stoked up again

The BLF&E wants the case back in collective bargaining.

Section 6 notices may be flying again, and fairly soon, in the fireman-off dispute—but at this point nobody is predicting what these notices might involve, when they might come or how they might be received.

The serving of notices isn't a certainty—but it seems now to be a good bet. The Brotherhood of Locomotive Firemen & Enginemen is reaffirming, at every opportunity, its determination to get the case back into collective bargaining—and, so far as the BLF&E is concerned, the Senate Commerce Committee supports the union position.

BLF&E general chairmen will be meeting in Cleveland during the week of Oct. 18. The union doesn't say that its chairmen will be studying courses of action which could lead to the service of Section 6s—but, as one spokesman put it, "you can draw your own conclusions."

● **One eventful day:** Conclusions, as it happens, were what was being drawn rather widely last week—particularly in view of the events of Oct. 12.

—On that day was scheduled a meeting of the so-called National Joint Board, a carrier-union panel set up under the award of Arbitration Board 282 to study experience in operating with and without firemen during the effective period of the award. When the session was called to order, the carrier representatives were there—Chairman J. E. Wolfe and E. H. Hallman of the National Railway Labor Conference. So was the representative of the Brotherhood of Locomotive Engineers, First Assistant Grand Chief Engineer C. J. Coughlin. The BLF&E representative, Vice President J. L. Shattuck, didn't show.

—A carrier spokesman, terming the apparent refusal of the BLF&E to participate "indefensible," said the union was "violating a clear requirement established by Arbitration Board 282,

created by Public Law 88-108." Said BLF&E President H. E. Gilbert: "Not so."

In a telegram to Wolfe on the afternoon of Oct. 12, Gilbert said Vice President Shattuck "was not and will not be available for meetings of the National Joint Board until Oct. 25 on account of long-standing commitments. Shattuck stands ready to attend a meeting of the National Joint Board set for any day of the week commencing Oct. 25. . . ." Carrier and BLE representatives on the board, meanwhile, set a second meeting for Oct. 19 in Chicago —and the assumption is that Shattuck won't attend that session either.

—While three-fourths of the joint board was getting together at midmorning Oct. 12, the Senate Commerce Committee went into session in Washington, and came out with a resolution developed from recent hearings which had been promoted by the Firemen. Gilbert referred to the action in his wire to Wolfe:

"Today, the Senate Committee on Commerce took action in which the committee resolved the public interest would be representatives of firemen (helpers) and the carriers undertaking collective bargaining. . . . It is the intention of the Brotherhood to initiate collective bargaining procedures pursuant to the resolution of the Senate Committee on Commerce and the Railway Labor Act."

—A BLF&E spokesman said he regarded the Commerce Committee resolution as a "significant victory for the brotherhood . . . and a setback for the carriers." Wolfe, however, said the original resolution had been revised so as to protect the effectiveness of the award of Arbitration Board 282, and that the reference to collective bargaining was regarded as in the context of the joint-board study and its report. Wolfe declined comment on notices which the union might file—except to indicate an opinion that if they were aimed at testing the question of essentiality of firemen, they would be improper notices.

—NRLC's chairman also said he would reply to Gilbert's wire by pointing out that (a) no reply had been received from the Firemen to two previous wires scheduling the Oct. 12 meeting; (b) representatives of the carriers and the BLE did meet, "reached an understanding on the scope of the studies and related matters . . . and exchanged materials" which had been independently developed; and (c) a second meeting of the joint board is scheduled for Oct. 19 and Shattuck is urged to attend. It's the board's obligation, Wolfe said, to complete its studies and prepare its report by Jan. 1: "It can be done, and we will do it, but it will require expeditious handling. We cannot postpone the meeting."

At the heart of the scheduling dispute is Part E(1) of Arbitration Board 282's report which provided that "within 30 days following the effective date of this award, the parties shall establish a national joint board charged with responsibility for making an intensive and continuing study of the experience in road freight and yard service with and without the employment of firemen (helpers) during the period that this award remains in effect.

"During the three-month period before the date this award is due to expire, the national joint board shall prepare and issue to the parties a report based on its study."

BLF&E President Gilbert contended last week that his union "waited 16 months" without an answer on its request for the board to get the study started.

Questions should be asked, he indicated, as to why initial delay was followed by rather quick action.

● **That committee resolution.** While the Firemen said they were encouraged by the Senate Commerce Committee's action, most observers saw little of significance in the resolution. At the urging of the BLF&E, the Committee—in the exercise of its legislative oversight function—conducted 18 days of hearings and took extensive testimony from carrier and union witnesses, as well as government officials and from the chairman of the arbitration board itself. After all this, said one long-time observer of the Washington scene, the resolution "was the least they could do."

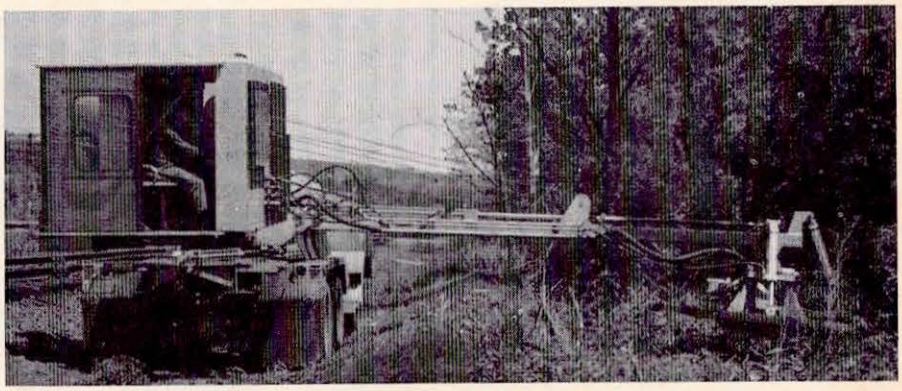
As Wolfe pointed out, the action does no harm to the arbitration award —the resolution specifically notes that the arbitrators findings "shall not be affected in any way."

No urgency about it

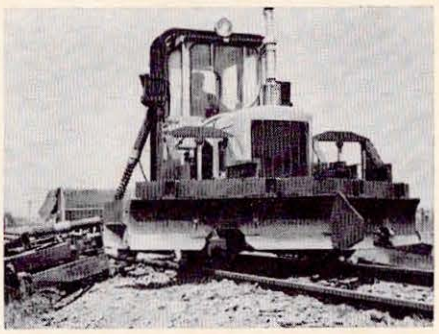
Further, the expression of support for collective bargaining appears to be just that—an expression of support. There is no particular ring of urgency and no specific call for immediate return to the bargaining table.

Opinions of carrier and union officers also differed regarding the probable accomplishments of the National Joint Board study. Carrier spokesmen think a meaningful report can be prepared; union officers doubt that anything of value will be produced.

In any event, the carriers and the BLE will meet again Oct. 19, and maybe, at some point after Oct. 25, the joint board will become a four-man panel as it's supposed to be under terms of the award. ■



NEW IN THE M/W FIELD is this Railway Maintenance Corp. brush cutter.

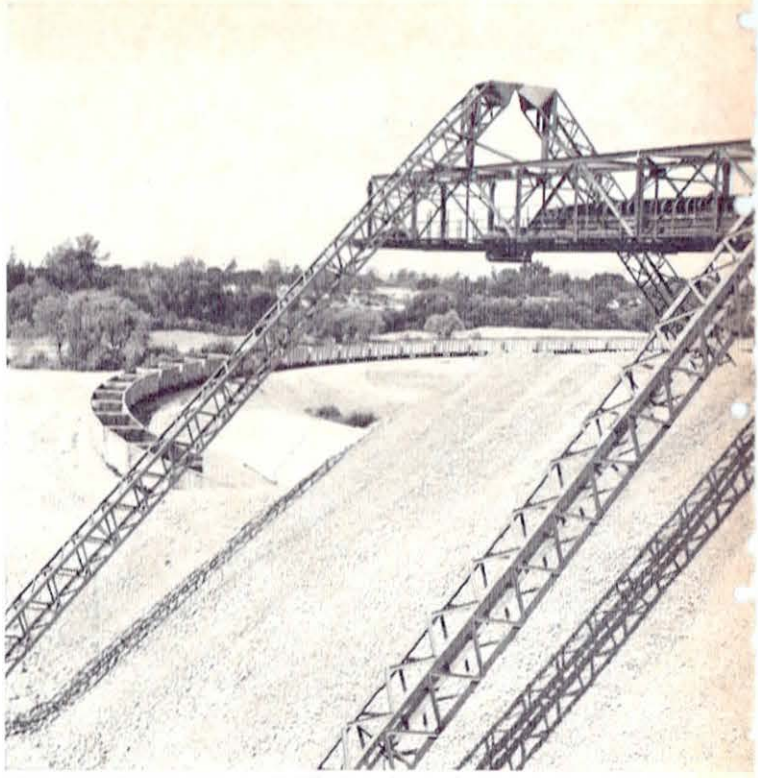


IMPROVEMENTS are incorporated in this Fairmont Ballast Maintenance Car.

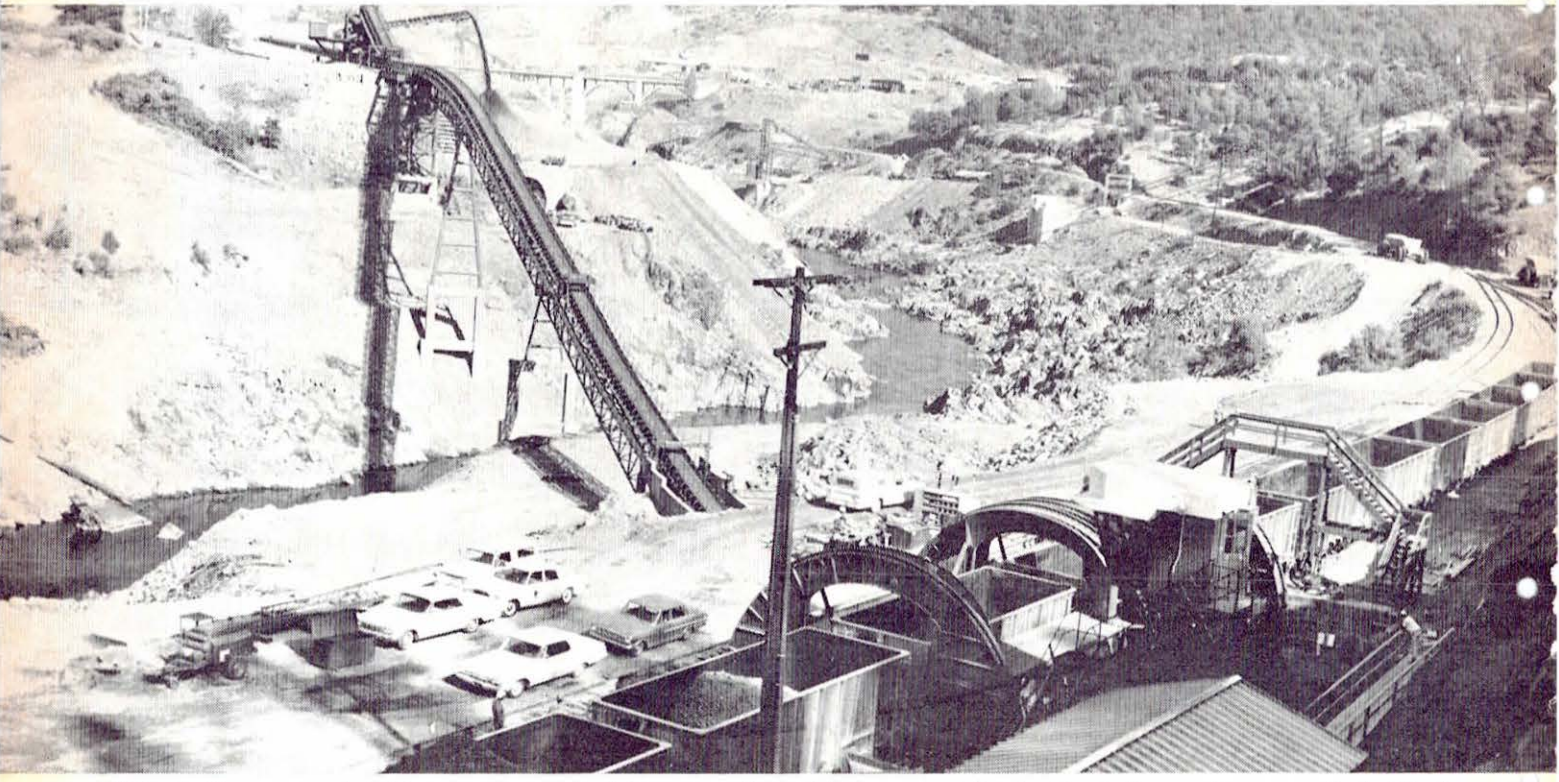
To set the record straight

A transposition of captions in last week's issue (p. 28) credited the machines shown here to the wrong manufacturers. The photographs herewith are correctly identified. Railway Age regrets the error.

The greatest show on earthmoving moves on Timken® "AP" bearings



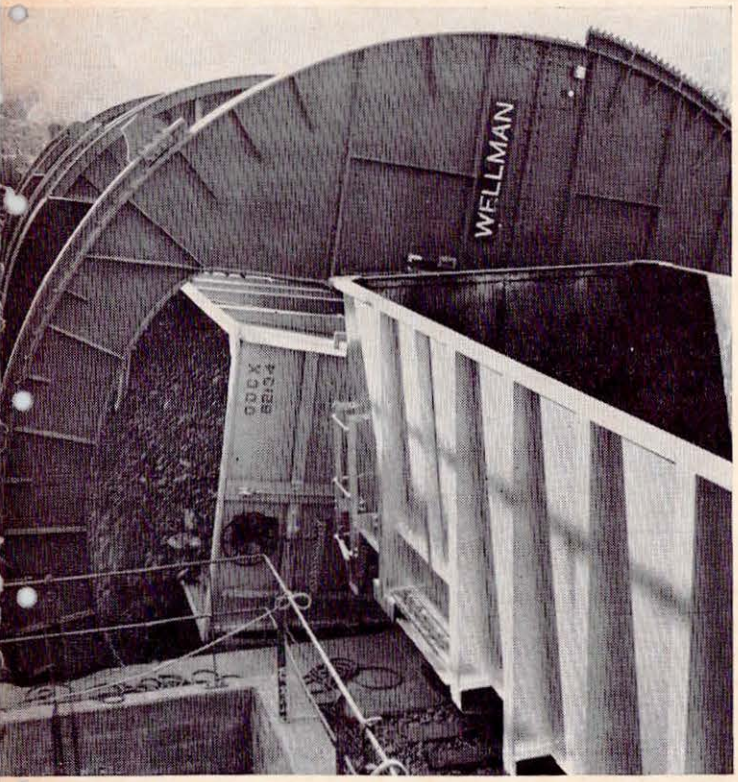
The world's highest earthfill dam is under construction at Oroville, California. Special equipment was designed and built to move 77 million cubic yards of embankment—one of the biggest earthmoving jobs ever undertaken. The project has its own railroad, with 20 miles of track, 7 diesel locomotives and 180 gondola cars of 100-ton capacity.



This is the moving belt that carries materials across the river and stockpiles them over the recovery tunnel. This is what keeps the trains working night and day. Precision-made Timken bearings, taking the brunt of the load on this schedule, have high-quality seals that keep dirt out, lubricant in.

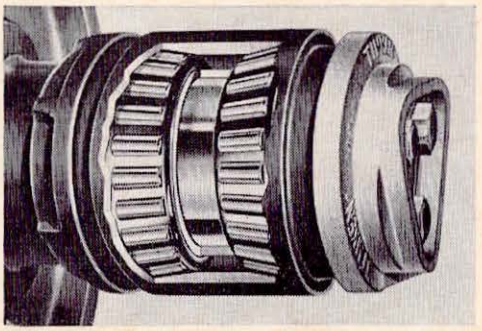
Maintenance is simple, infrequent, economical. Timken "AP" bearings contain their own sealed-in lubricant. Cars go 3 years without additional lubricant in normal service. Their case-carburized, vacuum-degassed steel helps them live up to their load-carrying reputation. They're backed by engineering service and modern research and testing facilities.

America's busiest railroad. The "Oroville Dam Railroad" operates on the unitized-train principle, hauling 4,400 tons at a crack, 24 hours a day. It claims to be the busiest railroad in the United States. Ten cars are loaded simultaneously; each 40-car train is loaded in 8 minutes. Bearings get more than their ordinary share of shock treatment. Trains pass each other every 12 minutes, cross the Feather River 3 times each way on a maximum grade of .8%. This continuous operation under maximum loads is no job for friction bearings or ordinary roller bearings. That's why Timken® "AP" tapered roller bearings are on every car and locomotive axle at Oroville.



We couldn't find a better proving ground for Timken "AP" bearings. Chances are, you'll never work your cars this hard or in these conditions. But isn't it important to know you could, without journal bearing problems?

The Timken Roller Bearing Company, Canton, Ohio. Also makers of Fine Alloy Steel and Removable Rock Bits.



QUALITY TURNS
ON HEAVY DUTY
TIMKEN®
TAPERED ROLLER BEARINGS

ICC issues last salary compilation

For the last time, the ICC has issued one of the "best sellers" of its staff reports—the annual "Compensation of Officers, Directors, etc., Class I Railroads." The compilation will be discontinued.

The last issue is Statement No. 6504, compiled by the Commission's Bureau of Accounts from figures for 1964. Like its predecessors, the statement shows the annual compensation paid to railroad officers in the $25,000-or-more bracket.

• **Average salary down.** The figures show that officers in the $25,000-per-year-or-more bracket at the end of 1964 received an average of $39,827 for that year. That was down $129 from 1963's $39,956 and off $360 from 1962's $40,187.

These averages reflect additional compensation as well as salary, and aggregate 1964 payments to the group involved was $28,037,921. That compared with 1963's $26,530,857. The additional compensation amounted to $1,012,919, the aggregate 1964 pay of officers from salaries of $25,000 or more having been $27,025,002. There were 691 officers on that salary basis, and the additional compensation put 13 more above $25,000.

• **The higher brackets.** The highest compensation reported was $160,000. It was all salary, paid to the chief executive of a road which paid another executive $120,000. The $160,000 compared with 1963's top of $155,000, and with 1962's $146,600 which included salary of $145,000 and additional compensation of $1,600.

Runner-up in 1964 was $155,000, all salary, paid to the chief executive of a road which also paid another executive $120,000. Next, in turn, came $152,675, which included salary of $150,000 and additional compensation of $2,675; $152,440, consisting of another $150,000 salary and additional compensation of $2,440; and $139,100, including salary of $135,000 and additional compensation of $4,100.

• **$100,000 and up.** Only 19 executives were on 1964 salary basis of $100,000 or more. Another top officer got there with a salary of $90,000 and additional compensation of $17,077. Including the latter, 13 officers were on salaries between $80,000 and $100,000.

More than two-thirds of the $27,025,002 paid in 1964 salaries of $25,000 or more went to 574 officers paid less than $50,000. The largest share—$7,561,682 or 27.98%—went to 227 officers in the $30,000-to-$39,999 bracket. The $100,000-or-more group got $2,360,000 or 8.73%.

Top five salaries and additional compensation paid by each of the reporting roads were called for—even though no officer received as much as $25,000. So the returns gave salaries and other payments to 943 persons, including the 704 in the $25,000-or-more group. Aggregate 1964 compensation paid the 943 was $31,899,700. This averaged $33,828 per person $6000 less than the average for the $25,000-or-more group.

• **Swan song.** The announcement that the compilation will be discontinued was made by M. Paolo, director of the Bureau of Accounts. He said the Commission "has no further need for compiling and publishing the information." But it will still be available in railroad annual reports in ICC files. ■

LETTERS FROM READERS

Railroads and colleges

Lewiston, Me.

To the Editor:

Congratulations to William E. Homer for some thoughts well expressed! It has been with great interest that I, also, have been following the recent discussion in Railway Age concerning railroads and the colleges.

Although I have never had the opportunity to work for the railroad, a number of similarities do exist between Mr. Homer's case and my own. This is principally why I was so happy to see someone put our long overdue case in print. I, too, am an above average college student (a senior) and am pursuing a liberal arts course with business emphasis. I, too, love the railroading business. With Mr. Homer in Utah, and me here in Maine, and with a considerable portion of the United States in between, it doesn't appear to be too fallacious to assume there must be many more like us, who have been exposed to railroading either through part-time employment or otherwise, and who have been attracted sufficiently by the excitement and challenge of modern railroading to want to be a part of it.

However, it is not an easy road to follow. When a guidance director looks at you as if you were crazy (or stupid) to have listed on a questionnaire under job preference: "Business — especially railroading"; when a professor advises that it would be better "to channel your ambitions elsewhere"; one can only hope that they are wrong, that they are just a few more of the seemingly hundreds you've tried to convince that railroading isn't dead! (And here in New England that's probably a good deal more difficult than in Utah.)

There still is such a thing as the practical, thinking, liberal arts student who wants to work and wants to feel that the education he has obtained is worth something now that he has gone to the effort and expense to get it. And just as the railroad is not going to center its capital allocations around loss-ridden commuter business when the prospect for return is much greater in long-haul freight, so not many college graduates will make the special effort to fight their way into a railroad organization when hundreds of other companies (many of which appear to offer a brighter chance for return) are visiting college campuses each year to recruit the most outstanding graduates.

In the 1966 College Placement Annual, a chief source of business information, employment descriptions, and job opportunities for the college student, I find outlines for only seven U.S. railroads: Rock Island; New York Central; Norfolk & Western; Missouri Pacific; Frisco; Elgin, Joliet & Eastern, and Bessemer & Lake Erie. I list them because I feel their inclusion in the Annual is noteworthy and commendable. If a survey were to be taken among the college community and in the railroad industry, there is little doubt that too great an apathy would be manifested by each toward the other. Genuine railroad interest in the college student, a sincere effort to communicate that interest, and subsequent stimulating and fostering of a vastly increased reciprocal student interest, must be forthcoming in the near future if railroad progress is to be supported by its share of well educated men.

David L. Foster
Bates College

MARKET OUTLOOK

Carloadings

Loadings of revenue freight in the week ended Oct. 9 totaled 614,214 cars, the Association of American Railroads announced on Oct. 14. This was an increase of 11,121 cars, or 1.8%, compared with the previous week; a decrease of 9,626 cars, or 1.5%, compared with the corresponding week last year; and a decrease of 21,713 cars, or 3.4%, compared with the equivalent 1963 week. Ton-miles generated by carloadings in the week ended Oct. 9 are estimated at 14.4 billion, an increase of 3.8% above the corresponding week of 1964, and 5.2% above the 1963 week.

REVENUE FREIGHT CARLOADINGS

For the week ended Saturday, Oct. 9

District	1965	1964	1963
Eastern, including Allegheny and Pocahontas ..	243,850	239,678	243,326
Southern	116,250	115,689	120,223
Total Eastern and Southern Districts	360,100	355,367	363,549
Northwestern .	91,276	99,559	98,129
Central Western	121,977	128,692	131,501
Southwestern .	40,861	40,222	42,748
Total Western Districts	254,114	268,473	272,378
Total All Roads	614,214	623,840	635,927
Commodities:			
Grain and grain products	55,628	60,249	64,657
Livestock	4,572	6,224	6,594
Coal	121,384	117,972	118,762
Coke	6,971	9,077	6,403
Forest Products	38,606	37,547	38,613
Ore	51,194	52,839	47,452
Merchandise l.c.l.	8,341	12,306	16,205
Miscellaneous .	327,518	327,626	337,241
Oct. 9	614,214	623,840	635,927
Oct. 2	603,093	611,229	632,116
Sept. 25	585,129	615,152	621,612
Sept. 18	589,717	624,033	596,504
Sept. 11	516,840	523,891	594,002
Cumulative total, 41 weeks ...	23,127,490	22,688,996	22,790,604
Estimated revenue ton-miles (billions) 41 weeks ...	541.5	515.9	488.6

PIGGYBACK CARLOADINGS.—U.S. piggyback loadings for the week ended Oct. 2 totaled 22,665 cars, compared with 20,176 for the corresponding 1964 week. Loadings for 1965 up to Oct. 2 totaled 778,534 cars, compared with 677,595 for the corresponding period of 1964.

IN CANADA.—Carloadings were not available as this issue went to press.

FREIGHT-TRAIN CARS

► *Great Northern.*—Placed orders for 900 new freight cars. On the list: 300 70-ton single-sheathed box cars with single plug doors from Pacific Car & Foundry; 200 100-ton covered hopper cars from Pullman-Standard; 150 100-ton wood-chip cars from Gunderson Brothers Engineering; 25 70-ton bulkhead flat cars from General Steel Industries; 10 100-ton Airslide covered hopper cars and 15 70-ton Airslide covered hopper cars from General American; and 200 70-ton solid-bottom gondolas from Thrall Car. Scheduled deliveries range from December 1965 to mid-1966.

► *Missouri Pacific.*—Ordered 100 60-ft box cars from Evans Products at a cost of more than $2 million. Cars will be equipped with Hydra-Cushion underframe and DFB bulkheads. Deliveries are scheduled for second-quarter 1966.

► *Pennsylvania.*—Ordered 85 tri-level racks, at a cost of $660,000, for installation on 89-ft Trailer Train flat cars. This will bring to 1,179 cars PRR's fleet of equipment for carrying automobiles between assembly plants and distribution centers.

LOCOMOTIVES

► *Great Northern.*—Ordered 20 diesel-electric units—six 3,000-hp SDP40, six-axle passenger locomotives from EMD for delivery next April; eight 3,600-hp SD45 freight locomotives, also from EMD, for delivery next June; and six 2,800-hp U28B freight locomotives from General Electric for delivery next May.

NEW FACILITIES

► *Burlington.*—Ordered Type K centralized traffic control equipment from General Railway Signal for the control of three locations from Trevino, Wisc. The control project is coincidental with the rehabilitation of trackage at LaCrosse, Wisc., due to flood damage.

► *Reading.*—Has begun electrification of 5.2 miles of passenger-service track on the Fox Chase Branch. The new power system, being installed at a cost of more than $2 million, will help to provide better facilities and service for the current 18-month "Operation Reading" service experiment on the line. The road is constructing the electrification system under contract for the City of Philadelphia, which will then lease the facilities to the railroad. One of the prime advantages of the new facilities will be to permit interchange of electrified Reading passenger cars with other Philadelphia-area branches from Reading Terminal, Philadelphia, to Fox Chase, a distance of 11.1 miles. The project will be completed in July 1966.

► *Toronto Transit Commission.*—A $57 million expansion of the Toronto subway system has been recommended to the Metropolitan Council by the area's planning board and the TTC. While not yet approved, it is possible that work on the 4.07-mile northward extension of the present Yonge Street route to a new terminal at Sheppard Avenue could start in 1967, scheduled completion date for all of the subway lines currently being built.

FOREIGN

► *Tunisian National Railways.*—Ordered 12 GL-8 diesel-electric locomotives from General Motors Overseas.

YOU OUGHT TO KNOW

"Rapido" for Canada: "Fastest passenger train in North America" says Canadian National in describing its new "Rapido" which will begin operations Oct. 31 between Montreal and Toronto. The 335-mile run will be made in four hours, 59 minutes, an average speed of 67 mph. There will be no intermediate passenger stops—only brief halts for crew changes. Coach and parlor car trains will be completly reserved.

Auto-parts rates go up: Freight-rate increases on automobile parts, in some cases up to 10%, became effective on Oct. 8 on eastern railroads. The higher rates apply to most segments of the auto-parts traffic in the lower minimum carloads —20,000 to 60,000 pounds. Eastern lines are seeking to assure a better return on the expensive, high-capacity box cars which have gone into service in recent years. Auto manufacturers say they expect to absorb the rate hike insofar as it affects 1966 models assembled in eastern plants.

Retirement-Act liberalizer: President Johnson has signed into law the bill (H.R.10874) to liberalize spouse-annuity benefits of the Railroad Retirement Act and raise the taxable earnings base to $550 per month, from $450. Railroads opposed the legislation (RA, Sept. 13, p. 80). The increase in the earnings base is cushioned by a temporary reduction in the tax rate, which became effective Oct. 1. Thus, the rate is now down from 8⅛% to 7⅛% each for railroads and their employees. Beginning next Jan. 1, the cut will be restored in annual increments of one quarter per cent.

Instant waybills ahead for SP. A Videofile system for controlling the millions of waybills in the work flow of the Southern Pacific will, in early 1967, make it possible for SP to put its finger on any of 20 million waybills in less than two minutes. SP became the first commercial firm to adopt the Videophile system. The National Aeronautics and Space Administration has such a system costing $1,081,000 scheduled for delivery early next year. SP's system will have a capacity for more than 20 million waybills and will occupy 1,000 square feet, compared with the 8,000 square feet required by present waybill files. SP adds more than 400,000 new waybills, abstracts and corrections to files every month. Requests for data contained on the waybills averaged 56,000 items per month.

Short Line Association elects officers: The American Short Line Railroad Association re-elected C. P. Burks president at their annual meeting. James Collier was elected general counsel and secretary-treasurer. V. M. Bushman (president, Ahnapee & Western) was elected vice president, Western region; Leon Pippin (president, Georgia Northern) was elected vice president, Southern region; J. E. Fox (general manager, Port Townsend Railroad) was named vice president, Pacific region; C. E. Partlow (general manager, Point Comfort & Northern) was elected vice president, Southwestern region, and W. P. Colton (president, Chicago South Shore & South Bend) was elected vice president of the association's Eastern region.

New use for a new station: The Milwaukee Road and Chicago & North Western have reached agreement on joint use of Milwaukee's new passenger terminal in Milwaukee, Wis. If the ICC approves the joint-use proposal, 30 trains a day—18 Milwaukee, 12 North Western—will be using the downtown station which the Milwaukee opened last Aug. 4. William J. Quinn, Milwaukee president, and Ben W. Heineman, C&NW chairman, said the agreement "fulfills a cherished goal of Milwaukee civic and business interests for a consolidated rail terminal in the central business area, convenient to the needs of the public and with contemporary, attractive facilities."

Truck tonnage: Intercity truck tonnage in the week ended Oct. 2 was 4.3% above that of the preceding week and 7.2% over volume in the corresponding week of 1964, according to American Trucking Associations.

Current statistics

Net Income	
6 mos., 1965	$335,000,000
6 mos., 1964	330,000,000
Carloadings, revenue freight	
41 wks., 1965	23,127,490
41 wks., 1964	22,688,996
Freight cars on order	
Sept. 1, 1965	40,737
Sept. 1, 1964	29,574
Freight cars delivered	
8 mos., 1965	48,524
8 mos., 1964	47,126
Serviceable cars	
Sept. 1, 1965	1,402,904
Sept. 1, 1964	1,408,778

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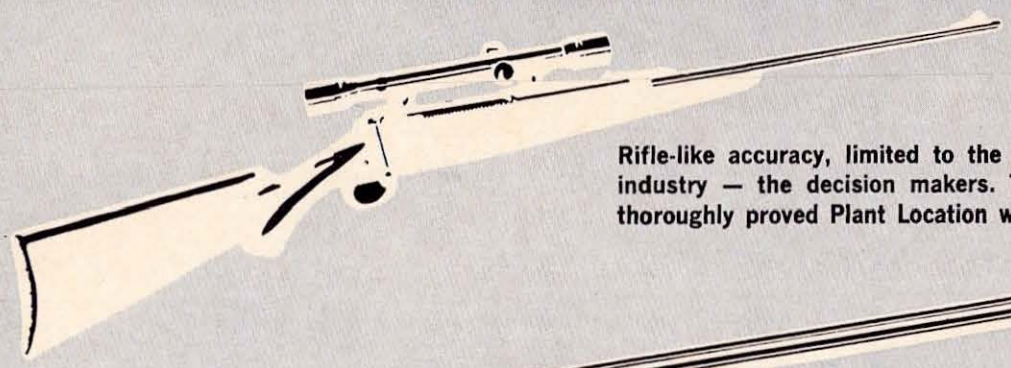
- ☐ NATIONAL AND REGIONAL NEWSPAPERS
- ☐ GENERAL BUSINESS MEDIA
- ☐ NEWS WEEKLIES



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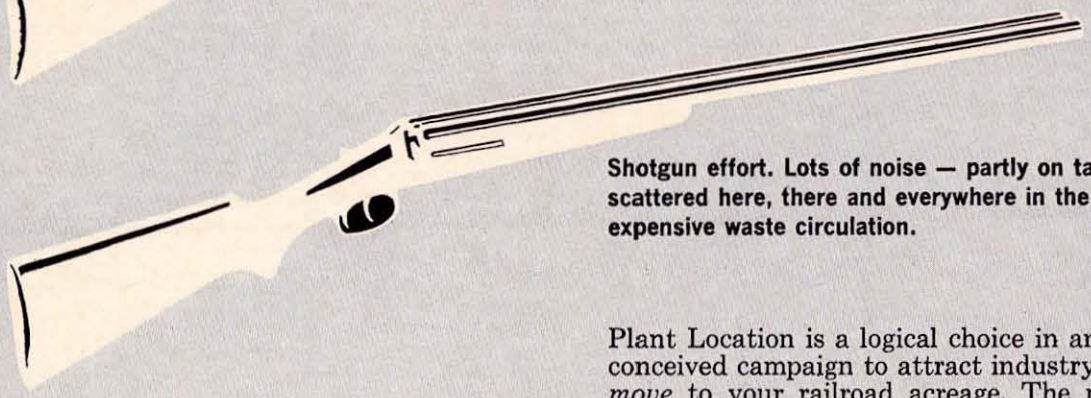

Shotgun effort. Lots of noise — partly on target but scattered here, there and everywhere in the wilds of expensive waste circulation.

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These charts are very helpful to AAR billing clerks, mechanical engineers, purchasing and stores personnel, car inspectors, write-up men, car foremen, and anyone else who needs a knowledge of car parts and their relation to each other.

The charts include a cutaway diagram of the car and a listing of important parts with arrows showing where the part is located. These charts are a part of standard training programs used on a number of major railroads.

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- ☐ Covered hopper car (20x30 inches)
- ☐ Box car, AAR standard 40 ft. (23x25 inches)
- ☐ Air conditioned chair car, 1930 design (18x35 inches)
- ☐ Tank Car (22x35 inches)
- ☐ Refrigerator Car, wood sheathed, steel underframe, 1920 design (14x20 inches)

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Address_____

City_____ State_____

_____ RR_____

James O. Born
MeC

Robert J. Cripe
N&W

C. R. Fountain
N&W

Edward L. Morrison, Jr.
REA

PEOPLE IN THE NEWS

CANADIAN NATIONAL. The title of **R. J. Owen** has been changed from work study coordinator to regional research officer, Great Lakes Region, Toronto, Ont. The titles of work study coordinator and analytical services officer are discontinued.

R. C. Weller, work study officer, appointed assistant engineer maintenance of way, Great Lakes Region, Toronto, succeeding the late **G. K. Fraser.** The title of **D. L. Harkin,** senior work study analyst, changed to work study supervisor, Toronto.

N. M. Sokolowski, assistant engineer, analytical services, appointed analytical services supervisor, Toronto.

S. J. Mayer, labor relations assistant, Personnel and Labor Relations Department, Montreal, appointed operation officer, succeeding **N. L. Eckel,** transferred to the Prairie Region.

CANADIAN PACIFIC.—**J. N. Lennie,** assistant comptroller, Montreal, retired Sept. 1, after 36 years with the CPR. **F. A. Rutherford,** assistant comptroller, appointed assistant comptroller—corporate. **G. M. Roundtree,** general auditor, named assistant comptroller. **J. H. Rice,** auditor of disbursements, appointed auditor of passenger and station accounts, succeeding **G. F. Bernard,** promoted to general auditor. **H. S. Harriman** appointed auditor of freight revenues, succeeding **W. J. Klyn,** who replaces Mr. Rice as auditor of disbursements. **P. E. LeFeuvre** appointed chief statistician.

CHICAGO & NORTH WESTERN.—**G. R. Carr** appointed assistant comptroller-revenues and disbursements, and **D. J. Fliss,** assistant comptroller-systems and procedures. The following named auditors: **E. F. Shufeldt,** machine accounting bureau; **R. C. Zogg,** freight divisions; **R. L. Alm,** freight rates and claims; **M. L. Stuckey,** passenger and station accounts. **R. Sabransky** appointed director data processing.

Effective Nov. 1, **R. D. Leach** named general superintendent-transportation, Chicago, to succeed **R. W. Heron,** retired.

CHESAPEAKE & OHIO—BALTIMORE & OHIO.—**E. P. Snyder,** treasurer, B&O, Baltimore, appointed executive assistant to vice president, C&O-B&O there. **R. W. Kirk** appointed district sales manager, Charlotte, N. C., effective Nov. 1, succeeding **A. G. Daughtrey,** who retires Oct. 31.

ERIE LACKAWANNA.—**Raymond A. Carroll,** assistant director of labor relations, appointed general manager—labor relations, Cleveland, and his former position abolished.

MAINE CENTRAL.—**James O. Born,** principal assistant engineer, Portland, Me., promoted to chief engineer, succeeding **Charles D. Prentice,** retired (RA, Oct. 4, p. 38).

Wesley M. Martin, division engineer, Bangor, Me., promoted to engineer of track, Portland. **Wilhelm G. Schloth,** track supervisor, Bartlett, succeeds Mr. Martin. **Wallace R. Pooler,** assistant track supervisor, Waterville, succeeds Mr. Schloth. **Daniel L. Jerman,** assistant to chief engineer, Portland, appointed principal assistant engineer.

MISSOURI PACIFIC.—**W. G. Taylor** named manager-rate training, freight traffic department-rates and divisions, St. Louis.

NEW YORK CENTRAL.—**James T. Sullivan,** division engineer, Utica, N. Y., appointed transportation superintendent, Grand Central Terminal and Hudson Division, New York, succeeding **Lawrence A. Baggerly,** named division superintendent, Rochester, N. Y.

The title of district supervisor air brakes and steam heat has been changed to supervisor air brake and steam heat and put under jurisdiction of superintendent of air brakes and steam heat, **A. J. Serieno,** New York. Positions involved will have headquarters as follows: **L. C. Johnson,** Syracuse, N. Y.; **C. H. Dellinger,** Cleveland, Ohio; and **A. E. Ray,** Indianapolis, Ind.

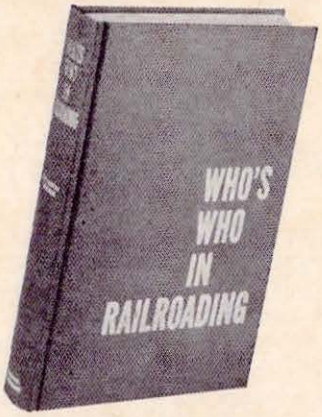
NORFOLK & WESTERN.—**Robert J. Cripe,** manager of transportation, Western Region, appointed assistant general manager of that region, a new position, with headquarters remaining at St. Louis. **C. R. Fountain,** superintendent, Decatur division, Decatur, Ill., named manager of transportation, St. Louis. **John T. Ormond,** superintendent, Moberly division, Moberly, Mo., succeeds Mr. Fountain. **Maurice D. Denbo,** assistant terminal, superintendent, Kansas City, promoted to succeed Mr. Ormond as superintendent at Moberly. **John A. Walker,** trainmaster, Decatur division, succeeds Mr. Denbo at Kansas City. **Gene E. Rohrer,** St. Louis trainmaster, transferred to Decatur. **Kenneth C. Shumate, Jr.,** assistant trainmaster, St. Louis, promoted to trainmaster there.

PEORIA & PEKIN UNION.—**Herman K. Witzig** appointed chief interchange inspector and general car foreman, Peoria, Ill., succeeding **Raymond H. Jackson,** retired.

REA EXPRESS.—**Edward L. Morrison, Jr.,** appointed assistant director, Line Haul Services, New York. Mr. Morrison was formerly assistant to vice president—operations, Chesapeake & Ohio.

ROCK ISLAND.—**R. E. Johnson,** vice chairman, retired Oct. 1.

Announcing a new, completely updated edition of one of the most effective sales aids available to the railway equipment sales executive . . .



WHO'S WHO IN RAILROADING

IN NORTH AMERICA

Here is a new and thoroughly up-to-date edition of the "Blue Book" of the North American railway industry. It contains approximately 6,000 entries, of which over 1,500 are new. All entries carried over from the previous edition have been checked and revised to include promotions, transfers, and other important changes. The listings are authoritative, comprehensive, and alphabetically arranged for easy reference. In addition to railway executives, they include leaders in the railway equipment and supply industries, railway labor leaders, members of regulatory bodies, ICC practitioners, transportation economists, and specialists in railway finance.

Complete information is given for each biographee — present title (or position) and business address, home address, age, career (including railroad, professional, military), technical society memberships, public offices held, books and articles written, and much more. The detailed data contained in this unique volume will be widely used by all who have frequent contacts with the railway and railway supply industries.

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THE ACTION PAGE

Common carriers are indispensable

What are the situations in transportation that justify government's intervention to supplement or encourage or regulate the activities of private enterprise? This is a basic question that seldom is asked—and is practically never answered, from the standpoint of the public interest.

In at least one state — traversed by a modern toll-road that is more than paying its way—a parallel toll-free federal superhighway is being built. Why? Are federal taxpayers so rich that they can afford to provide free superhighways for users who are demonstrating every day their ability and willingness to support such facilities by paying tolls?

While waterways and superhighways are being built in many places, without any showing of inadequacy of existing roads, railroads or other transportation—some areas have far less *common carrier* transportation than they had a generation ago.

There are communities of some size and importance which now have practically no truly common carrier service. If people in such areas want to travel, they must either buy or rent an automoblie—and the cost becomes prohibitive if the prospective traveler is not a licensed driver. The task of getting package freight moved where there is no regular express service is equally difficult.

Private transportation (of freight or passengers) has been vastly improved during recent decades—but at the expense of loss of service to people who do not travel in groups; or who have freight to ship in 100-lb. lots, rather than in multiple tons.

Needed: A countrywide program

The only way that the "little fellows" usually protest against the loss of common carrier service is to appear before the regulatory authorities, seeking to forbid railroads to abandon unprofitable lines or trains. But this can be, at best, only a delaying action. If the trains or lines do not earn enough to cover expenses, then eventually they must disappear. There has been no one, yet, sufficiently imaginative to come up with a program that would give every section of the country adequate common carrier service for freight and passengers—and provide the carriers with the necessary incentive, by the opportunity for a reasonable return from their service.

Government in this country, from the outset, has had a generally acknowledged responsibility to provide for the collection and delivery of letter mail—not just to places of heavy postal patronage, but to thinly populated areas as well. Most people would consider their need for such service to be almost on a par with their right to police protection—or their right to governmental defense against invasion by an enemy nation.

The list of services government provides is constantly growing. Government is in electric power production in a big way. It constantly enlarges its commitments to education, to maintenance of prices of agricultural and other products. It is deeply involved in the provision of facilities for recreation. There is no limit to its involvement in aviation research and space exploration.

Just what are the principles that define the areas which government should invade, and those from which it should abstain? Practically nobody objects to government's engaging in the postal business, or national defense. There are few who would question the need (in the past, if not the present) for some degree of regulation of transportation—but what principles are there which explain why government could be justified in encouraging private transportation, or in discouraging common carrier transportation? Or in insisting that relatively small cities should have regular plane service (with substantial aid from government)—while regular service by surface common carriers (rail or bus) seems to be a matter of little or no public concern?

Where is the forum?

Most discussion of governmental transportation policy (national, state or local) is fragmentary. Spokesmen for various modes of transportation speak with pride of their own accomplishments, or perhaps of the shortcomings of their rivals. But what continuing forum is there where all the intricate parts of each transportation method are critically examined in the light of their contribution to the public welfare?

Now that the country cannot look forward to any important national policy legislation in transportation during the remainder of the year—there is, at least, the opportunity to continue to appraise the virtues and shortcomings of present policies. Progress is being made in many areas in strengthening urban passenger transportation, and there is, at least, a beginning in examining the possibilities of high-speed intercity railroad passenger service. Service by all modes for movement of commodities in large quantities—or in containers—is improving. But the ills which stem from unequal regulation and unequal taxation of the several modes of transportation still persist.

Meantime, of all the aspects of the transportation scene, is there any one of them that needs or deserves public encouragement more than the common carriers do? The country needs a basic system of interconnected common carriers, serving the entire country—in the same way that it needs nation-wide telephone and telegraph service. And private enterprise can provide this service if it is encouraged, rather than discouraged, by government.

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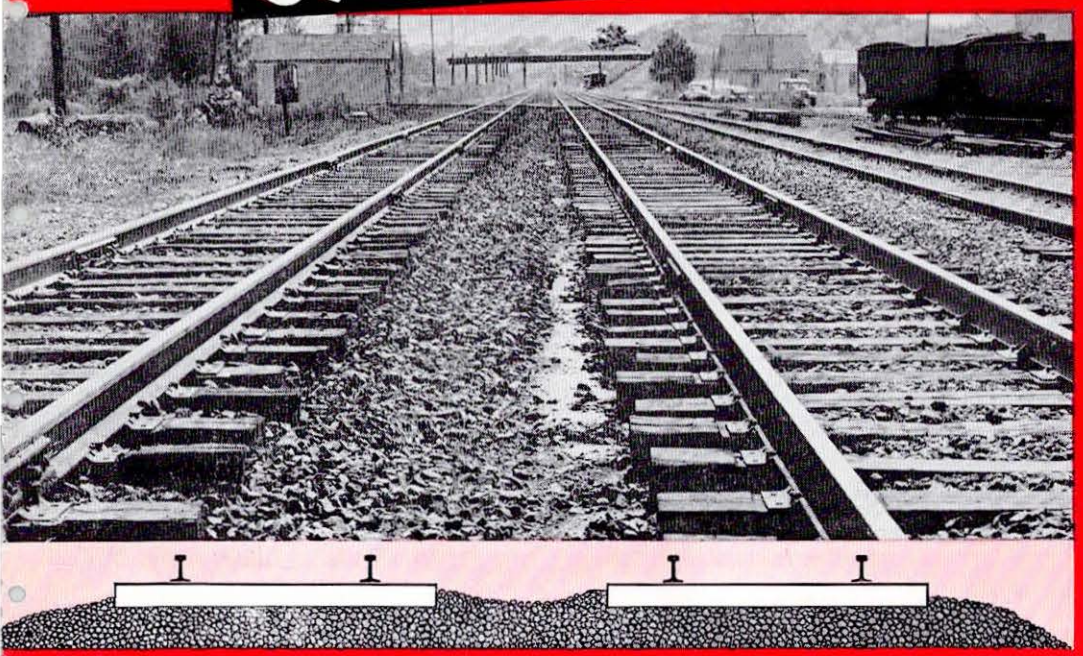

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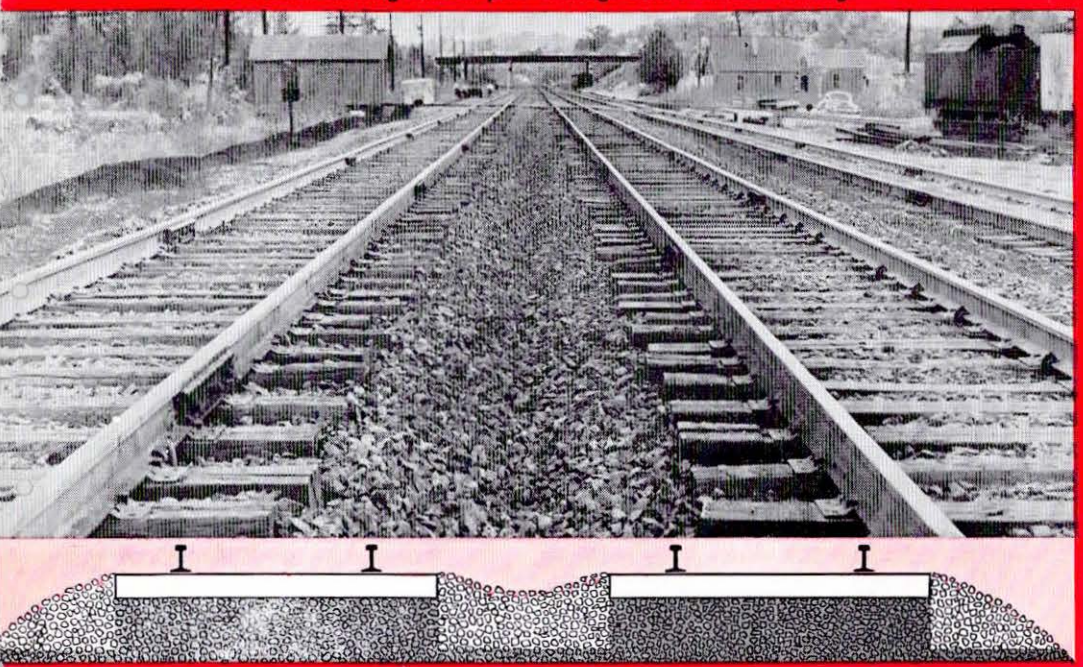

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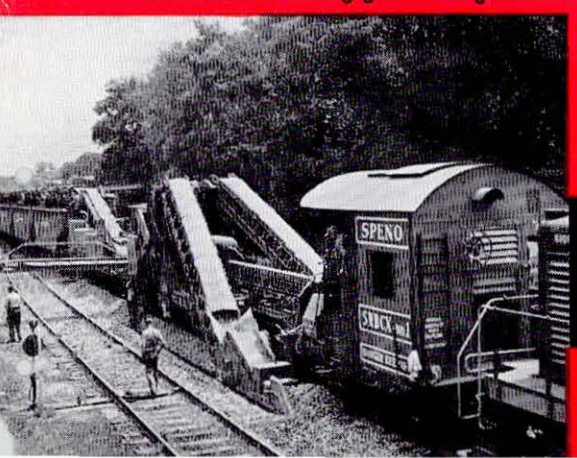

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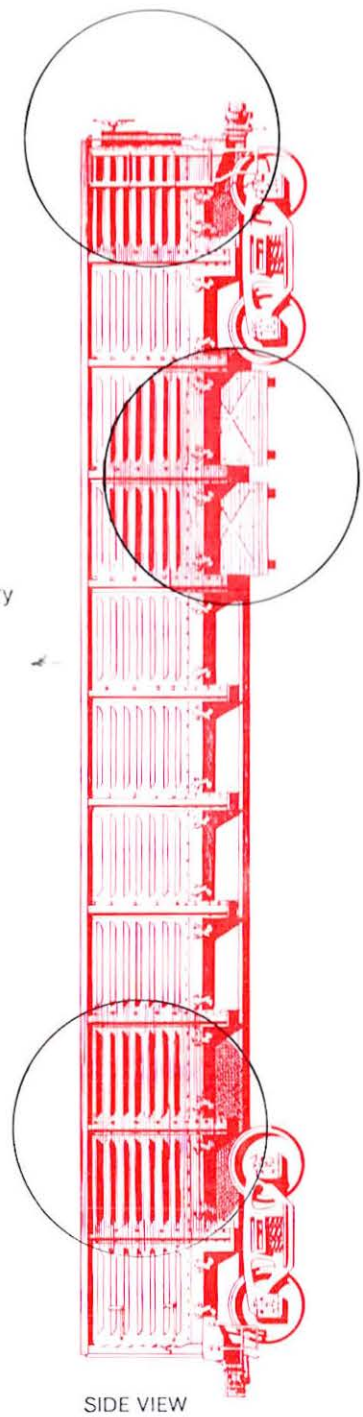
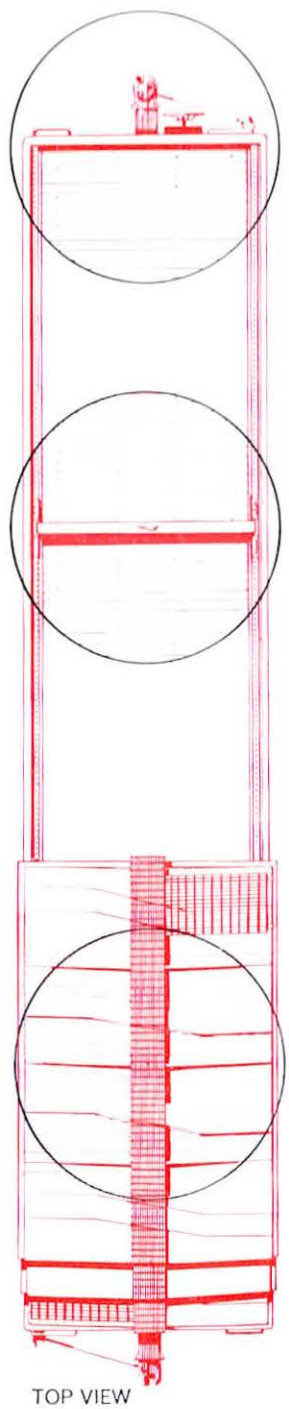


SIDE VIEW



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